

WORLD NEWS

EUROPE

KOSOVO PEACE TALKS US CALLS IN CLARK AS DEADLINE LOOMS □ ALBRIGHT PUTS PRESSURE ON SERB AND ALBANIAN DELEGATIONS

Nato chief to help break deadlock

By Guy Dimmore in Belgrade and David Buchan in London

The US last night called in Nato's supreme commander, General Wesley Clark, to help break the deadlock in the Kosovo peace talks less than 24 hours before today's deadline.

Gen Clark's intervention, the first by a Nato official in the 16-day negotiations, came after Madeleine Albright, US Secretary of State, spent yesterday trying to put pressure on the Serbian and Kosovo Albanian delegations at the Rambouillet chateau.

Serbian refusal to agree to a Nato-led peacekeeping force, which the Albanians and Nato regard as essential to underpin any political settlement, has held up the talks. They have a deadline of 2pm GMT today.

Gen Clark, the senior US general in Europe, was believed to be meeting Albanian delegates to reassure them of the security a Nato force would bring.

But he was also expected to meet counterparts in the Serbian delegation with whom talks on the controversial military annex have now begun.

Earlier in the day, Milan Milutinovic, the Serbian president, reiterated Serbia's rejection of a Nato peacekeeping force in Kosovo, an integral element of the US peace plan.

But, in a softening of Belgrade's position, he added: "We may discuss the scope and character of an international presence."

Mediators said there was little room to negotiate the mandate and composition of a Nato-led force totalling around 28,000 troops.

Yevgeny Primakov, the Russian prime minister, said Moscow was ready to contribute to a peacekeeping force if Serbia agreed to its presence.

Diplomats in Belgrade said that President Slobodan Milosevic might agree to a peacekeeping force if it was authorised by the UN Security Council.

Mr Milutinovic said his delegation was willing to sign what he said had been agreed verbally with US mediators but he accused them of twisting elements in the final written text.

If agreement is reached on the political aspects of a three-year interim deal for broad autonomy for Kosovo, the deadline could be extended to negotiate details of the Nato force provided that Belgrade gave a firm indication it was ready to accept a foreign military presence.

Divisions emerged within the Kosovo Albanian delegation yesterday.

Hasim Thaci, a leading member of the separatist Kosovo Liberation Army (KLA), offered his resignation as head of the 16-member negotiating team. Mediators said this could be a piece of theatre but were trying to persuade him to withdraw his offer.

Mrs Albright has made it clear that Nato would only carry out its threat to launch air strikes against Serbia if the Kosovo Albanians signed an agreement and Belgrade did not. Diplomats expected the KLA to keep the Serbs and the international mediators guessing about their intentions until the very last moment.

There were fresh clashes in Kosovo yesterday. Serbian police backed by armoured units of the Yugoslav army traded fire with the KLA for about three hours outside the northern town of Vucitern.

Commission unveils CAP concessions

By Michael Smith in Brussels

The European Commission last night made its first concessions on proposed reform of the Common Agricultural Policy as part of an effort to win European Union governments' approval for a wide-ranging package of changes.

The concessions to the beef and milk regimes would cost an extra €90m (\$99.6m) if fully implemented by 2006 as the Commission intends.

This means further changes to the reform proposals are inevitable. EU finance ministers have made clear they are looking for a freeze in the farm budget at the 1999 level of about €40bn by 2006. The concessions were unveiled by the Commission and Germany, holder of the EU's rotating presidency, as farm ministers began marathon talks in Brussels aimed at agreeing reform.

On beef, the Commission has backed away from plans to end "intervention" buying, a system through which the EU buys meat at guaranteed prices.

Even if headway is made on reform of the CAP, France is expected to stipulate that any agreements to deals made on the broader negotiations for the EU's financing for the period 2000-6, the so-called Agenda 2000.

"You cannot expect us to make concessions here unless others make concessions elsewhere," a senior official said last week.

Changes to milk proposals are likely to have a negligible effect on the CAP budget.

The most important concession is a proposal to change the allocation of increased quotas envisaged under the reform. Commission proposals tabled last March suggested a 2 per cent increase in the quotas which limit production to keep supply in balance with demand. Half of the increase was to go to farmers in mountainous regions and the rest to priority groups including young farmers. Countries without mountainous regions protested. Yesterday's revised proposal would cut the allocation for mountainous region farmers from half of the increase to a quarter, in other words half a percentage point. The five-page compromise paper makes provision for an unspecified allocation of increased milk quotas for specific member states.

The paper says milk prices should reduce in four equal steps by a total of 15 per cent, the same drop as envisaged in the March proposals. However, member states would conduct a review of the milk regime in 2003.

Officials of the council and the Commission last night embarked on bilateral negotiations with the 15 member states. Compromise proposals on cereals are expected to be unveiled today.

Editorial comment, page 15. Commodities, page 28.

Jospin faces home-grown agriculture row

France can make few, if any, concessions in Brussels without provoking the anger of its powerful farming lobby



By Robert Graham in Paris

France finds itself caught between a rock and a hard place in the negotiations to reform the common agricultural policy (CAP) which began yesterday in Brussels.

The Socialist-led government of Lionel Jospin, prime minister, can make few - if any - concessions to its EU partners without incurring the wrath of the country's powerful agricultural lobby. French officials admit farmers are in as ugly a mood today as they have ever been. Farmers' incomes are being squeezed by low commodity prices and they fear any loosening of the CAP's protective subsidies would leave them exposed to competition from abroad.

But without making concessions in Brussels, the government is aware France risks a damaging head-on confrontation with Germany. Chancellor Gerhard Schröder's government holds the EU presidency and Germany is pressing for cuts in the agricultural spending as the main means of reducing its contribution to the community's budget.

"The French know a dog-fight with the Germans would undermine the credibility of an enhanced Franco-German axis running the euro-zone," observed an EU diplomat over the weekend.

France has been signalling since Christmas its willingness to make concessions on agricultural financing, satisfying both the farmers and the Germans, but this threatens to be an impossible task.

Yesterday's protest by farmers in Brussels had been preceded by a number of recent demonstrations inside France. The most violent of these on February 8 saw some 200 farmers from the Paris region ransack the offices of Dominique Voynet, the Green environment minister. This action went well beyond the normal casual disregard for the law shown by French agricultural protesters. It provoked a rare rebuke from Mr Jospin.

Luc Guyau, chairman of Fnsae, the main farmers union, showed little contrition. His members have already rejected any cut in EU subsidies whether affecting cereals, meat or dairy production. They accuse Ms Voynet of making matters worse by seeking to introduce a tax on pollutants which they believe will penalise the use of fertilisers, herbicides and pesticides.

Farmers account for 4.2 per cent of France's active population and agriculture generates only 2.4 per cent of GDP, yet their lobby is powerful. Successive governments have either backed or given into the demands farmers ever since the CAP was established in 1962.

Under the present "co-habitation" between a Socialist government and rightwing president in France, matters have been complicated. Mr Jospin has sought for the first time to wean the farmers away from the right and has concentrated on championing the smallholders in a new law now before parliament. This has created tensions with President Jacques Chirac, who as a former Gaullist agriculture minister felt particularly keenly this attempt to poach from a traditional bastion of the right.

It took a special cabinet session attended by Mr Chirac last Wednesday to hammer out a common French position for the Brussels talks. The common platform rejects German-backed ideas of "co-financing" which would shift part of agricul-

tural funding back to national governments, notably France.

French officials insist co-financing would undermine the essence of the CAP and say they back a system of gradual cuts in aid over the next six years. The largest cut would be an annual 3 per cent applied to cereals, grown on the largest and most efficient French farms.

Even if headway is made on reform of the CAP, France is expected to stipulate that any agreements to deals made on the broader negotiations for the EU's financing for the period 2000-6, the so-called Agenda 2000.

"You cannot expect us to make concessions here unless others make concessions elsewhere," a senior official said last week.

OCALAN CLAIMS TURKISH PRESIDENT'S REMARKS LEAD TO FRESH SOURING OF RELATIONS

Outlaw Greece, says Demirel

By Leyla Boulton in Istanbul

Suleyman Demirel, the Turkish president, yesterday said Greece should be declared an outlaw state, after the captured Kurdish leader Abdullah Ocalan allegedly told interrogators that Greece had long been supplying his militant movement.

"Greece should be added to the list of countries that support terrorism and harbour terrorists. A country like that can only be described as an outlaw state," the Anatolian news agency quoted Mr Demirel as saying during an interview with Philippine television during a visit to Manila.

Each year, the US State Department releases a list of countries it says sponsor terrorism.

The remarks suggested a further souring of an already fraught relationship between the two countries since the capture of Mr Ocalan, leader of the Kurdish Workers Party (PKK), last week in Nairobi. He had been hiding inside the Greek embassy in the Kenyan capital.

Three Greek ministers have since resigned over outrage in Greece caused by the government's failure to protect Mr Ocalan after giving him sanctuary.

The Hurriyet newspaper, the best-selling Turkish daily, yesterday published what it described as Mr Ocalan's "first confessions". The newspaper claimed Mr Ocalan told Turkish interrogators that Greece had supported the PKK by giving it arms and missiles, providing training for his militants at

a camp in Greece; and giving him a Greek Cypriot passport.

"What is worse is that we see no sign of remorse," Mr Demirel said. "On the contrary, Greece is shamelessly unhappy at the fact that Ocalan is in the hands of justice."

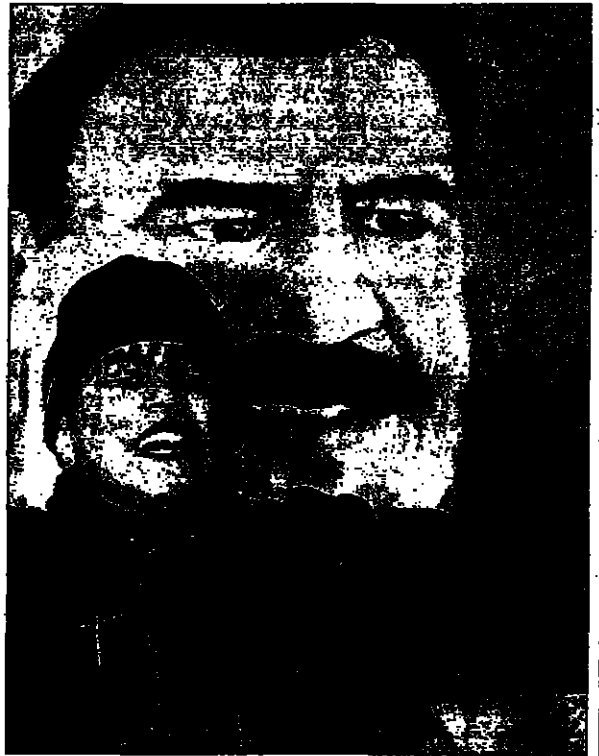
European Union foreign ministers yesterday held out an olive branch to Turkey, underlining their support for its territorial integrity and offering financial aid for projects in its troubled south-east region, where most of the population are Kurds.

The 15 ministers also condemned terrorism, and the violence in Europe sparked by Mr Ocalan's capture, while calling for Turkey to give him a fair and open trial. Turkey holds Mr Ocalan responsible for a 14-year conflict which has cost up to 30,000 lives.

The EU statement made no comment on Greece's role in the affair. George Papandreou, Greek foreign minister, acknowledged that Greece should have informed other member states of developments concerning Mr Ocalan. But he denied Greece had been aiding a terrorist by providing Mr Ocalan with shelter.

Greece had tried to get Mr Ocalan to a third country "for strictly humanitarian reasons" but had been unsuccessful. "There was nothing beyond that."

Meanwhile the PKK's call for a general strike in the south-east of Turkey met a patchy response in Diyarbakir, the region's biggest city. No violence was reported.



A Kurdish demonstrator outside the Turkish embassy in Moscow shows his support for PKK leader Abdullah Ocalan. Reuters

Rates debate gets a new twist

The euro's 5 per cent fall against the dollar since January has raised doubts about early interest cuts, says Wolfgang Munchau



But its impact on the debate on interest rates - and whether and when they should be cut by the European Central Bank - is far from straightforward.

The export sector only accounts for just over 10 per cent of the euro-zone's output, so the currency's decline has a limited effect on the overall economy.

Lower interest rates are a more even-handed form of monetary relaxation, since they leave private and corporate creditors better off.

But both measures could have similar macroeconomic effects. The euro's fall from over \$1.17 in early January means monetary conditions in the euro-zone have been loosening, even though the ECB has kept its benchmark short-term interest rate unchanged at 3 per cent.

The euro's latest fall came amid renewed pessimism over economic growth in

Germany and Italy - which has led many analysts to estimate that the euro-zone is likely to grow by less than 2 per cent this year. The US economy, meanwhile, continues to expand robustly.

The overwhelming consensus among analysts had previously been that the ECB would cut rates in the first half of the year.

That remains the majority view, but more dissenters are beginning to be heard. Rolf Schneider, economist at Dresdner Bank, believes that the weak euro, high wages in Germany, and relatively lax fiscal policy are likely to deter the ECB from cutting interest rates.

The ECB could argue that the euro's present weakness may mean that a rate cut is no longer necessary. The monetary data, which the ECB says it relies on heavily, also point against a rate cut. M3, a measure of

Bonn minister shelves nuclear reprocessing ban

By Ralph Atkins in Bonn

Industry experts reckon that could mean reprocessing continuing until 2004 or later. With many still suspicious of Mr Trittin's intentions and tactics, however, some feared the environment minister would seek other mechanisms for imposing an early ban.

Mr Schröder last night met Mr Trittin and other senior members of his Social Democratic coalition to review the draft amendments on nuclear power - as well as other controversies which have hit the new government since it took office in October.

Yesterday Oskar Lafontaine, SPD chairman and finance minister, said the government would slow the tempo of its legislative programme after the bumpy start. Proposals would have to be fully worked out before being launched.

Mr Lafontaine said the government was looking in particular for a "broad consensus" behind its plans to reform the country's nationality laws - including talks with the opposition Christian Democratic Union.

Earlier this month, Mr Schröder's government lost its majority in the Bundestag, or second chamber of parliament, after the defeat of the SPD-Green coalition government in the state of Hesse, central Germany. The Bundestag, which has to approve many federal bills, represents the 16 Länder, or federal states.

NEWS DIGEST

DIFFERENCES REMAIN OVER UK COLONY

Spain, Britain seek to cut tensions over Gibraltar

Spain and Britain have agreed they should improve bilateral relations and reduce tensions arising over the British colony of Gibraltar, although a meeting of their foreign ministers showed fundamental differences over the territory remain.

Abel Matutes, Spanish foreign minister, said yesterday he was pleased that Robin Cook, UK foreign secretary, had declared his support for the implementation of European Union law in Gibraltar. This, he said, was "very important" because as constituted at present the colony was a "parasite of the Spanish economy", providing a haven for tax evasion and money launderers, and a "stone in our shoes", impairing UK-Spanish relations.

Earlier, reporting on Sunday's bilateral talks with the Spanish minister, Mr Cook said Gibraltar had made significant progress in transposing EU directives into Gibraltar law, with only eight of 66 directives still to be introduced. Peter Norman, Luxembourg

IRISH TOURISM

Revenue soars to record

Ireland's tourism revenue soared to a record €3.1bn (£3.94bn) (\$4.57bn) in 1998, and the industry is set to overtake agriculture as the country's largest employer, the Irish Hotels Federation said yesterday.

Employment in the sector had grown by almost 20 per cent since 1996, and hotels and guesthouses employ more than 50,000 people, said Bill Power, president of the IHF, at the launch of its annual report.

Revenue from overseas visitors rose nine per cent to €2.3bn, with the number of foreign tourists rising 10 per cent to 1.55m. An additional €900m came from domestic tourism, giving total revenue equivalent to around five per cent of Ireland's gross domestic product.

There were more than 820 hotels and 443 guesthouses in Ireland last year, providing over 40,000 rooms, an increase of almost 30 per cent over the past three years, Mr Power said. Reuters, Dublin

HUNGARY'S CURRENT ACCOUNT DEFICIT

PM blames foreign companies

Viktor Orban, Hungarian prime minister, will this week meet leaders of multinational investors after his government said foreign companies were partly to blame for a deterioration in the country's current account deficit last year.

Attila Chikan, economic affairs minister, said 20 business leaders would be meeting the prime minister after repatriation of profits doubled in 1998 to \$1bn, against \$500m in 1997.

The rise in repatriations contributed nearly half of Hungary's \$2.26bn current account deficit for the year - around 4.6 per cent of gross domestic product - against \$1bn in 1997. Robert Wright, Budapest

GEORGIAN PRESIDENT

Shevardnadze hits at Russia

Edward Shevardnadze, Georgia's president, yesterday harshly criticised Russia for its refusal to extradite a man suspected of trying to kill him.

"Support for terrorists will backfire against those who render it," Mr Shevardnadze said. "I wonder what Russia's reaction would be if Georgia harboured terrorists, bandits and killers plotting to overthrow the Russian government."

Mr Shevardnadze was referring to Igor Giorgadze, a former Soviet KGB officer and Georgia's former security chief, who fled to Moscow after Georgian officials charged him with organising a 1995 bombing of the Georgian president's motorcade.

Mr Shevardnadze escaped that attack with minor cuts. He also narrowly survived an assassination attempt in February 1998, when up to 20 gunmen showered his motorcade with grenades and automatic gunfire. AP, Tbilisi

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	Dec 1998	Nov 1998	Oct 98	Sep 98	Aug 98	Jul 98	Jun 98	May 98	Apr 98
Inflation (annual % change)	0.8	0.8	1.0	1.0	1.2	1.6	1.8	2.2	2.5
Unemployment (%)	10.8	10.8	10.8	10.8	11.0	11.0	11.0	11.0	11.0
Trade (€bn)									
Exports	n.a.	98.0	98.7	98.6	98.2	72.6	70.8	69.7	69.2
Imports	n.a.	98.5	91.4	90.4	89.7	58.9	57.4	56.2	55.2
Trade balance	n.a.	0.5	7.2	8.2	8.4	13.8	13.4	13.5	14.0
Current account (€bn)	03 1998	02 98	01 98	04 97	03 97	02 97	01 97	12 96	11 96
Current account balance	21.8	26.9	12.4	28.8	28.8	26.0	26.0	26.0	26.0
% of GDP	1.5	1.7	0.9	2.0	2.0	1.9	1.9	1.9	1.9
Industrial production (%)	Sep-Nov	Aug-Oct	Jul-Sep	Jun-Aug	May-Jul	Apr-Jun	Mar-May	Feb-Apr	Jan-Mar
(Q on over previous Q on)	0.3	0.8	0.8	0.8	0.7	0.7	0.7	0.7	0.7
GDP growth (%)	03 1998	02 98	01 98	04 97	03 97	02 97	01 97	12 96	11 96
Over same quarter last year	2.7	2.8	2.7	3.1	2.5	2.5	2.5	2.5	2.5
Money supply	Dec 1998	Nov 98	Oct 98	Sep 98	Aug 98	Jul 98	Jun 98	May 98	Apr 98
M3 Annual growth rate (%)	4.5	4.7	5.0	4.9	4.9	4.9	4.9	4.9	4.9

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Bancorex, Romania's biggest bank, starts to fight for its life

"There was a state of terror here: the staff were just instruments to execute decisions of two or three people," Joe Cook reports

Until 1997, the directors of Bancorex, Romania's biggest bank, "were able to sign off on \$10m loans with one signature - their own", recounts Dragoș Andrei, the bank's senior vice-chairman.

"The amount decreased to \$8m for the vice-chairmen, and so on down the line. There was a state of terror here: the staff were just instruments to execute the decisions of two or three people."

While that regime ended after 1997, the price is still being paid. Yesterday, senior officials at Bancorex said Vlad Soare, the bank's chairman since April 1998, was considering resigning under pressure from the World Bank, which is advising the Romanian government on the recapitalisation and restructuring of Bancorex.

Other senior Bancorex managers could follow suit before the week is out.

In 1997 Bancorex, which is 62 per cent state-owned and has a 25 per cent share of the Romanian banking market, reported profits of \$90m.

When a new management

Moody's raises doubts on reforms

Moody's Investors Services, the US credit rating agency, yesterday assigned a speculative Casr rating to Romanian domestic currency obligations, saying that "prolonged delays in privatisation and structural reform have brought the economy to the verge of a financial crisis", writes Joe Cook.

Romania risks defaulting on foreign debt service payments of \$2.9bn which are due this year unless the country can reach agreement with the International Monetary Fund over a new loan accord.

A team from the Fund is currently holding talks with a government delegation led by Traian Basescu, the country's finance minister.

"The resumption of multilateral financing will be a crucial determinant of whether a financial crisis and default can be avoided," said Moody's.

The government is understood to be seeking IMF loans of some \$450m, which would in turn unlock World Bank and EU credits. Analysts believe that \$1bn would be enough to help Romania avoid default.



Finance minister Traian Basescu: leading delegation to IMF talks EPA

\$90m profit was adjusted to a \$90m loss. Some 70 per cent of the bank's loan portfolio was classified as non-performing. Today, Bancorex is fighting for its life. "If nothing is done very shortly, the bank will require the full support of the National Bank of Romania [the central bank]," says Mr Andrei.

Among the companies and individuals that own 10 per cent of Bancorex, "you'll find significant debtors to the bank," he said.

After the accounts for 1997 were trawled through, the

International Monetary Fund and World Bank. Without multilateral loan accords, Romania risks defaulting on foreign debt service payments of \$2.9bn this year, \$1.8bn of which falls due within 90 days.

Within weeks of arriving at Bancorex last spring, the new management set to work on a restructuring plan which, says Mr Andrei, would "safeguard the bank's core businesses and make the bank look as sexy and attractive as possible for pri-

vatization". To that end they contracted NM Rothschild, the London investment bank, as financial advisers.

Bancorex and Rothschild came up with operational and financial restructuring plans for the bank that involved transferring \$55m of non-performing assets to the recently formed Bank Asset Resolution Agency, with the cost to the state spread over 10 years.

"This would have minimised the cost to the

[state] budget but it would have solved 65 per cent of the non-performing loan problem," says Mr Andrei. The remaining 35 per cent of non-performing assets, most of which, says the bank, stem from companies which make operating profits, would be rescheduled.

Under the plan, the non-performing loans transferred to the Bank Asset Resolution Agency would be packaged for debt/equity swaps. "We do of course have guarantees on our exposure, and we

own today a lot of assets and equity. We have started to prepare packages of industrial assets from the shipping, textile, furniture, poultry and other industries," says Mr Andrei.

"These could attract quality investors, who would gain significant market share in the Romanian economy," he says.

The World Bank, says Mr Andrei, "took a very brutal approach: liquidate the bank". This is "definitely not an option," he says, "because of the costs incurred by the bank and the country as a whole."

The World Bank's second option was to extract the full amount of non-performing loans from Bancorex's books. But this, says Mr Andrei, would have been difficult for the government to support in a country "facing a huge external debt, a trade deficit of about \$2.5bn, contracting GDP and shrinking industrial output".

If Mr Soare goes it would be a "trade off with the World Bank to save Bancorex", says a senior Bancorex manager, adding that the bank's entire management team is "not very happy with the World Bank's attitude". The World Bank has rejected five differ-

ent restructuring proposals put forward by Bancorex and Rothschild since last November.

For its part, the government earlier this month decreed the transfer from Bancorex to the Bank Asset Resolution Agency of 4,185bn lei (\$837m) of non-performing assets. In exchange, Bancorex received a state bond of equivalent value that carries no interest and falls due by March 31 2000. The bond will be financed by the finance ministry.

Mr Andrei says that as soon as Bancorex, Rothschild, the World Bank and the government reach agreement on a rescue package, "we will immediately prepare the pitch and the roadshow for privatising the bank".

The privatisation plan includes trying to attract both strategic and multilateral investors, to be followed by an initial public offering. "Whoever buys this bank will have access to one fourth of M2 and have a say throughout the economy," says Mr Andrei.

But speed is of the essence. "Today, Bancorex is not politicised," says Mr Andrei.

"But nobody can guarantee that next year's general election will not change that. Therefore, quick and transparent privatisation is essential."

Sweden losing the fight against GM foods

By Nicholas George in Stockholm

Swedish animal feed suppliers have indicated they may soon be forced to give up their ban on genetically modified fodder, even though the country is one of the few in the world whose farm industry has taken a stand against GM animal feeds.

"It is a losing battle and I don't think we will stay GM-free past the year 2000," said Kjell Larsson from the Swedish Farmers Supply and Crop Marketing Association.

Sweden prides itself as having the world's most environmentally conscious agriculture and Swedish agriculture has tried to profile itself as the world's cleanest, with a ban on the routine use of antibiotics, strict controls on pesticide use, an almost total absence of salmonella and moves to outlaw battery chicken rearing.

But the country's animal fodder industry is struggling to secure supplies of non-GM soya beans meal for use in dairy and meat production, as the amount under cultivation dwindles.

Since 1996 the Swedish dairy and meat producing industry has stopped the use of GM animal feed as a result of pressure from food retailers and consumers who were concerned about the possible long term risks involved with the products.

In the past two years Sweden has imported around 350,000 tonnes a year of non-GM soya meal, mainly from Brazil. However next year even Brazil is likely to start growing GM soya crops.

Mr Larsson said that even now it was impossible to guarantee 100 per cent non-GM feed as even feed that was imported from Brazil had a trace of GM crops in it.

This was probably a result of contamination in bulk shipping and handling facilities during transport to Sweden.

"As a feed supplier we try to meet the requirements of our customers but the possibility of doing this will reduce dramatically in the year 2000," said Mr Larsson.

He said farmers who wished to avoid the use of GM crops in animal feed would have to rely on grass, silage and wheat, but that this was likely to prompt a 15-20 per cent fall in yield.

Katarina Mahstrom from Arla, the country's largest dairy producers co-operative, said the ban had been made as a result of pressure from customers.

"The customers don't want to have it and we do not know the long term risks of its use," she said.

Swiss ski resorts see heavy snowfalls but light revenues

By William Hall in Zurich

Switzerland's ski resorts, having suffered from years of too little snow, now find that they have too much.

The Gotthard tunnel, Switzerland's main trans-alpine route, has been blocked for days. The only way in or out of some of Switzerland's top resorts has been by helicopter and even they were mostly grounded yesterday by bad weather.

Although the airports of Zurich and Geneva are now back to normal, most of Switzerland's mountain passes are blocked and the risk of avalanches has brought skiing to a halt in resorts as far apart as Andermatt and Saas Fee.

In Davos only 6 of the 64 lifts were working yesterday and in St Moritz only six out of 24 lifts were operating. Road and rail links to Grindelwald, one of the most popular destinations in the Bernese Oberland, have been blocked for days. Zermatt, Adelboden and Saas Fee have been also out of bounds.

Joe Luggan, head of Grindelwald's tourist office, says that he has never seen so much snow in his 29 years in the job.

The town is losing up to SF200,000 (\$188,000) a day because daily ski visitors are prevented from using its facilities. Tourists wanting to leave have to pay SF100 (\$70) for a helicopter trip out. But yesterday even that exit route was blocked by low cloud.

One of Switzerland's best known mountain railways up to the neighbouring resort of Mürren, where Sir Henry Lunn first spotted the commercial potential of skiing, has been blocked for more than a week because of the risk of avalanches.

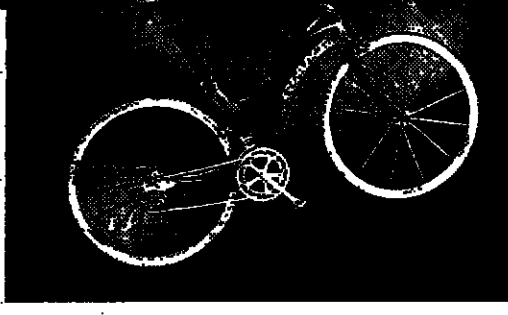
Andrea Cova, owner of the Falken hotel across the valley in Wengen, says his resort has never had such heavy snow since records began over 50 years ago and his 87-year-old mother cannot remember anything like it.

There is between three and four times as much snow as normal and some hotels have had to be evacuated because of the avalanche danger.

Steve Garley, managing director of Thomson Breakaway, the UK winter sports operator, says last weekend was "one of the most challenging" in his experience.

Although Austrian resorts, such as St Anton, have been cut off by road, they have still had rail access. He believes that Switzerland has been the worst hit of all the Alpine destinations. But he is not pessimistic. "We are on the verge of some of the best skiing conditions," he says. The weather changes so quickly in the Alps that yesterday's closed resort can quickly become tomorrow's ski paradise.

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Spain, Britain seek to cut tensions over Gibraltar

Revenue soars to record

PAE business foreign companies

Shevardnadze hits at Russia

INTERNATIONAL

PRESIDENTIAL CONTENDER'S PROPOSAL PLAN WOULD HELP RADICAL RESTRUCTURE OF COUNTRY'S ESTIMATED \$29bn EXTERNAL DEBT

Nigerian candidate suggests selling some state oil assets

By William Wallace in Lagos

Olu Falae, one of the two contenders in Nigeria's presidential election this Saturday, said yesterday he would be prepared to sell off part of the government's 60 per cent stake in the oil sector as part of a radical restructuring of the country's estimated \$29bn external debt.

It is the first time a leading Nigerian politician has made such a proposal. Chief Falae said the move would accompany rescheduling of the \$21bn owed to the Paris Club of official creditors, over \$16bn of which represents arrears.

The lowest oil prices for 12 years have seen Nigeria's foreign exchange earnings fall sharply, contributing to its most serious economic crisis since independence. Rescheduling is seen as an essential element in the country's recovery effort.

Officials at Britain's Export Credit Guarantee Department, which is owed at least \$5bn, have been calling for evidence of government commitment to tackling arrears.

"I want to get to grips with the debt problem and get to the level where development can start again and investment can come in again," Chief Falae, a former finance minister, said in an interview with the Financial Times.

'I want to get to grips with the debt problem and get to the level where development can start again and investment can come in again'

"We have first-class assets, like our equities in the oil-producing companies."

"As part of a package, we may decide to divest a portion of what we hold to have the cash to back a debt strategy."

By selling off 10 per cent of government shares in oil joint ventures, more than \$8bn could be raised, he added. Until recently, public opinion has been staked against the sale of government assets in the oil industry. The fact that Chief Falae has raised it during

his campaign is an indication that attitudes may be changing.

Nigeria's 2m b/d of oil, most of it produced in joint ventures with the multinationals, accounts for more than 90 per cent of foreign exchange earnings.

At current prices, and without rescheduling, external debt arrears will climb further.

Last year's scheduled debt-service was \$4.4bn. The 1999 budget provides just \$1.7bn for servicing foreign debt, implying that \$2.5bn in new arrears, on top of the \$15bn already accumulated, will be incurred.

Any rescheduling pact will depend on the incoming civilian government keeping to the terms of a recent policy agreement with the International Monetary

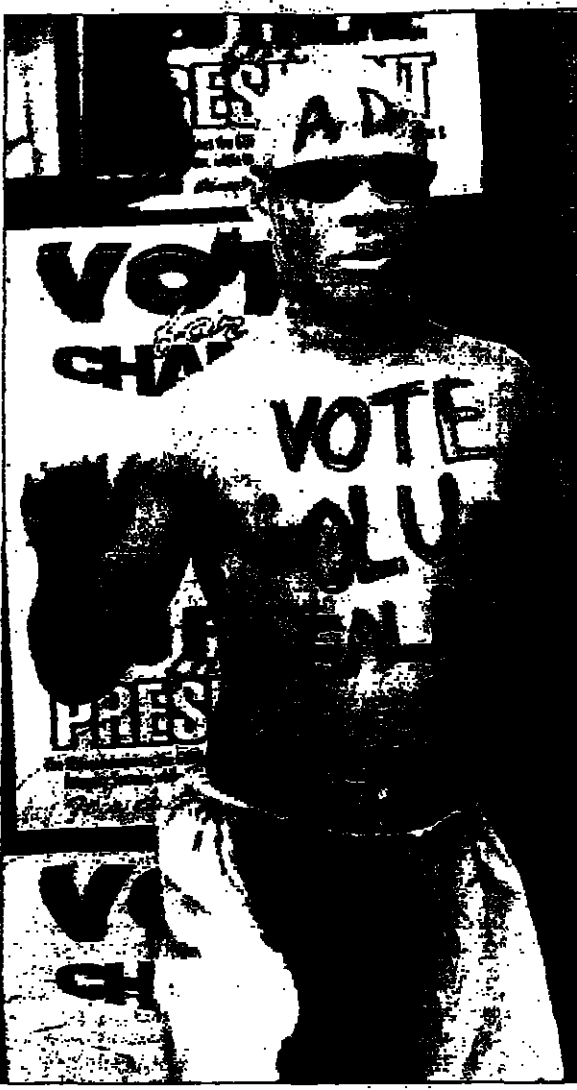
Fund. Chief Falae would not commit himself. "We will have to wait and see what the situation is when we take office. We consider all options open," he said.

He is running as the joint candidate of two parties: his south-western regional party, the Alliance for Democracy, which advocates radical change and devolution, and the All People's Party, a coalition of business magnates and establishment politicians.

Latest results of Saturday's assembly and Senate elections yesterday gave the People's Democratic Party (PDP), whose candidate is former General Olusegun Obasanjo, 194 seats in the 380-seat assembly against 127 for the other parties.

The PDP was ahead in the 109-seat Senate with 59 seats to the alliance's 39. Most observers make Gen Obasanjo front-runner for president, but Falae officials say that Senate and assembly voting is not a reliable guide to the outcome.

See Nigeria survey



Clashes campaign for Olu Falae's Alliance for Democracy. The presidential candidate suggests selling state oil assets Reuters

NEWS DIGEST

JORDAN'S ARMY

King Abdullah dismisses four top generals

King Abdullah of Jordan has dismissed four senior army generals, the first personnel changes he has made since becoming king this month after the death of his father, King Hussein. The dismissals, said officials, were part of the king's strategy of modernising the army as well as promoting a younger generation of officers.

King Abdullah, 38, spent 14 years as a career soldier, serving until recently as commander of the special operations command, the army's elite force.

The most senior general to be sacked is Tahseen Shurdim, the second in command and head of ground operations for nearly a decade, and tipped at one stage to become joint chief of staff of the armed forces. He was a senior member of the Jordanian team which signed a peace treaty with Israel in 1994. The other three generals are Eid Rweidan, chief of military intelligence, Hamzah al-Azab, head of personnel, and Mohammad Abbadi, head of administration. All four were assistants to Field Marshal Abdul-Hafez al-Kabonah, joint chief of staff of the armed forces who was very close to King Hussein. He retains his post.

It was alleged that while crown prince, Prince Hassan, King Abdullah's uncle, had wanted to dismiss the field marshal for corruption. But instead, shortly before his death, King Hussein dismissed his brother as crown prince, accusing him of meddling in military affairs. Judy Dempsey, Jerusalem

ISRAELI ECONOMY

Lending rate cut to 13%

The Bank of Israel yesterday lowered its key lending rate for March by 0.5 percentage points to an annual 13 per cent, the first cut since last August.

The cut followed a fall of 0.5 per cent in the consumer price index for January, with expectations that inflation could fall to 4 per cent this year compared with 8.6 per cent in 1998. Jacob Frenkel, governor of the Bank of Israel, a staunch defender of tight monetary policy, said he expected the February consumer price index to be either nil or negative. Meanwhile, the European Union yesterday said Israel would join its research and development programme, allowing it to compete for \$16.4bn joint research projects over the next four years. Britain, France, Holland and Belgium had wanted to block Israel's participation until it had revived last October's Wye peace accord with the Palestinians. Judy Dempsey

COMPENSATION FOR ABDUCTION

Egyptian ministry penalised

Egypt's interior ministry was yesterday ordered by a court to pay \$210,000 (\$29,300) in compensation to the wife of a leading opponent of the Libyan government who was abducted while in Cairo and later killed.

The Cairo appeals court awarded the damages to Baha al-Anary, wife of the former Libyan foreign minister Mansour Khalifa. Mr Khalifa, who disappeared in 1993, became an outspoken critic of the Libyan leader, Muammar Gaddafi. His death followed a threat by the Libyan regime to eliminate its opponents. Mark Hubbard, Cairo

IRAQI PROTESTS OPPOSITION GROUPS SAY OVER 100 DIED IN SADDAM CITY FOLLOWING DEATH OF SHIA CLERIC

Baghdad denies killing scores of rioters

By Roula Khalaf in London

Iraqi opposition groups accused the Iraqi regime yesterday of killing scores of people to put down riots sparked by the death of a senior Shia cleric.

Baghdad immediately denied the allegations and said no unrest had ever taken place. "What is being alleged by foreign media and circles on the so-called disturbances in a number of provinces... is a fragment of imagination," said Uday al-Tal, head of the official Iraqi news agency.

Reports on the number of deaths are difficult to verify, but several Iraqi opposition sources in exile said over 100 people had died last weekend in Saddam City, an overpopulated, poor Shia suburb of Baghdad, following the killing of Ayatollah Mohammed Sadeq al-Sadr and two of his sons.

Western diplomats confirmed that serious unrest had broken out in Saddam City and in the southern holy city of Najaf, 150km south of Baghdad. The ayatollah was a popular figure whose relations with the

government are believed to have soured in recent months. His killing fuelled cries of outrage from Iran and from the Shia community in Lebanon. Iraqi Shia opposition groups and Tehran blamed the killing on the government, a claim denied by Baghdad.

Diplomats said there were no visible signs of problems in the capital yesterday, or extra security measures taken, suggesting that security forces may have put an end to disturbances around Baghdad.

The United Nations humanitarian office said UN observers who travel around the country to ensure that food bought under the oil-for-food exemption to UN sanctions is equitably distributed had been able to travel to Najaf at the weekend.

The government disputed claims by an Iran-based Shia opposition group of continuing unrest in the south and said it would take foreign reporters to prove its point. But officials at the London-based Khoei Foundation, a Shia institution in London, said they had received infor-

mation that Najaf was yesterday tense. It was still surrounded by Iraq's elite Republican Guards and the rocket launchers had been stationed in several neighbourhoods.

The new tensions in Iraq have overshadowed Baghdad's attempts to focus attention on the continuing military conflict with the US and Britain over the southern and northern no-fly zones.

Baghdad said yesterday that attacks by US and British aircraft had killed one person and wounded several others. US military officials said F-15 fighters had bombed anti-aircraft guns and radar sites near the northern city of Mosul after being fired on by Iraqi forces. US jets also attacked air defence sites in the south.

The no-fly zones were set up after the 1991 Gulf war to protect the Shias in the south and the Kurds in the north. After the four-day US and British air-raids on Iraq last December, Iraq said it would challenge the no-fly zones and has since been firing on US and British jets.

WORLD TRADE

US to test Beijing's stance on WTO entry

By James Kyngie in Beijing

US officials were due to begin a series of visits to China today to explore possibilities for a deal on Beijing's entry into the World Trade Organisation before a new WTO round starts late this year.

Lawrence Summers, US deputy Treasury secretary, was expected to gauge the level of Beijing's enthusiasm

for WTO entry at a meeting today with Zhu Rongji, China's premier. Mr Summers was also expected to meet Xiang Huaicheng, the finance minister, and Dai Xianglong, the governor of the People's Bank of China, the central bank.

Mr Zhu's attitude towards accession is seen as crucial. Analysts said the chances for a deal this year rested largely on his personal will-

ingness to push for tariff and market liberalisation.

Chinese trade officials are studying possible concessions on trade and investment but Beijing has yet to signal that Mr Zhu will make any formal new WTO offer during his planned summit in the US in April.

The focus of recent talks between Long Yongtu, a Chinese vice-trade minister, and US officials in Washing-

ton this month was to appeal for concessions on Beijing's entry, officials said.

Mr Long asked for greater flexibility on the deadlines for China's compliance with WTO market access obligations. US officials said some flexibility on the length of transition periods to full WTO compliance was possible in certain sectors, but there was little room for ambiguity on deadlines.

The US is also understood to want to avoid agreements under which China can bunch up its commitments for phasing out tariffs and barriers towards the end of agreed transition periods. China, meanwhile, is hoping the US will reveal its "bottom line" of liberalisation demands for a WTO deal.

Such issues are expected to be addressed in meetings between Charlene Barshe-

sky, the US trade representative, Bob Cassidy, assistant US trade representative, and Peter Scher, the US special agriculture negotiator, in the next two weeks. Madeleine Albright, the US secretary of state, is also set to visit Beijing before the end of February.

Mr Summers is expected to seek a further reassurance that China does not plan to devalue its currency.

US running out of answers as trade gap with Japan swells

Stymied by WTO rules and global economic concerns, Washington has scant chance of reversing a 33% rise in its deficit with Japan, report Nancy Dunne and Michiyo Nakamoto

Throughout Japan, provincial cities such as Fuji Yoshida, at the foot of Mount Fuji, are dotted with American-style shopping centres that cater to the increasingly diverse needs of the local population. In the large cities, names such as GAP and Eddie Bauer adorn the streets while outside the urban sprawls, US multiplex cinemas draw audiences to the latest Hollywood blockbuster.

American retailers and entertainment complexes are transforming Japan's landscape. But Japanese consumers' love affair with things American has yet to reverse the ballooning US merchandise trade deficit with Japan, which has risen to dangerously high levels again.

The latest figures show that the US trade deficit with Japan narrowed 2.2 per cent in January to \$437bn (\$4bn), as a result of a fall in Japanese exports. But in 1998, the US deficit with Japan grew more than 33 per cent over the year to \$5.62bn.

The heat is again on the US government to do something about the imbalance.

Last month, Charlene Barshefsky, US trade representative, was driven to resurrect Super 301. This once-fearsome provision of US law - renewed under an executive order - is virtually

useless because the US is now required to go to a dispute settlement panel in the World Trade Organisation to settle most of its differences with its trading partners.

With great vigour and decreasing optimism, the Clinton administration has already negotiated 35 bilateral trade pacts - covering everything from telecommunications and housing, insurance and government procurement. Only a handful of these pacts have been successful. Washington has threatened, demanded, exhorted, and nagged, but the US merchandise trade deficit has continued to climb.

This is partly the result of the deepening recession in Japan and the continued strength of the US economy keeping US demand for Japanese products high. But US exporters still find many non-tariff barriers stubbornly intact.

To be sure, the foreign share of markets in a wide range of products - from housing to beef and semiconductors - has risen sharply in the wake of bilateral agreements.

The recession, which has weakened many domestic companies, has also opened up opportunities for foreign businesses.

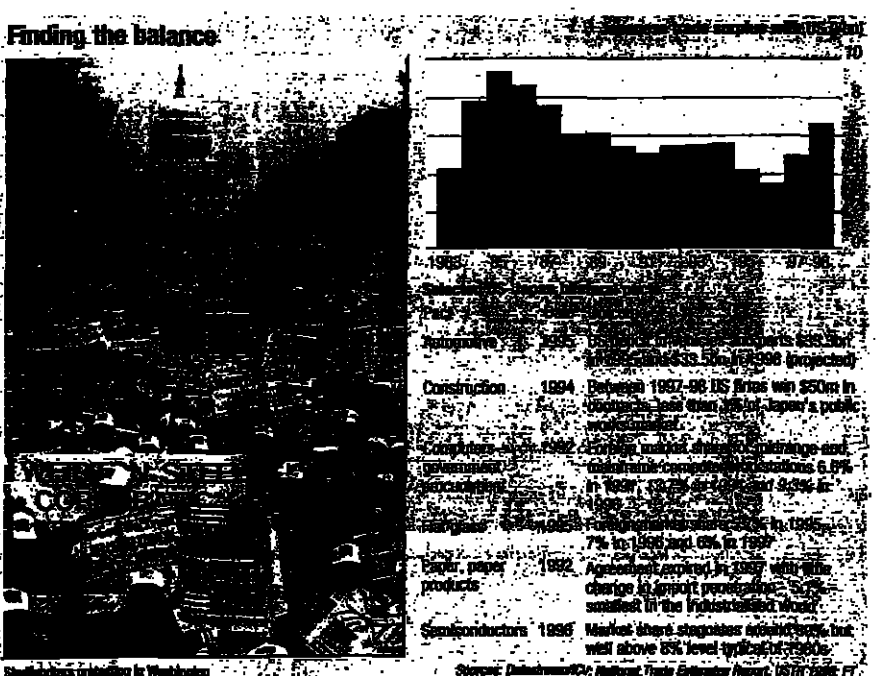
nies to make inroads as there is now," says a US businessman in Tokyo.

But the changes fall below the expectations of Japan's trading partners. US officials said last week they had seen little significant movement on the much-trumpeted "enhanced deregulation initiative" between the two countries.

"In most of the procurement agreements - particularly in the past year or two, the initial progress has stalled and even been reversed in some cases," says a US trade official in Washington.

"The economy is one reason, but we also think they are testing us. Maybe Japan thought we weren't paying as much attention as we are."

Although Japan won plaudits for repealing its restrictive Large Scale Retail Store law, US officials complain about a recent Japanese government decision to freeze new construction of large stores for up to 18 months or more.



have been the same for 20 years." In particular, where business practices, rather than specific regulations, provide the main obstacle to foreign penetration, change has been slow. Bilateral negotiations on opening up the market for flat glass, for instance, go back eight years.

Although an agreement was reached in 1994, "the three Japanese manufacturers have much the same market share as they have always had," says one US official.

The problem is that the large Japanese manufacturers have locked up the distribution system. "The wholesaler is afraid that if they handle even a little bit of the foreign product... his relationship with his traditional customer will be jeopard-

ised," says the US official. In some cases, the recession has even strengthened these ties. Ms Barshefsky's response options are limited. She can no longer credibly threaten bilateral sanctions. Tokyo's response is simply that it would then complain to the WTO about unauthorised retaliation, and the US would face an embarrassing defeat.

She also has to contend with the State Department, Pentagon, and Treasury, which have forced her to pull her punches on grounds of national security and Japan's weakened economy.

The US has created "a real mess", when it virtually gave up its option to impose bilateral sanctions by joining the WTO, says Mr Clemens. "It will take the clarity of an economic disaster -

and major job dislocation - before there is real change in Japan," he believes. The WTO has offered some US successes, such as in the liquor market, where a ruling against Japan forced the government to lower tariffs on a range of imported spirits.

But there are many issues that the WTO does not cover, particularly competition policy, which is central to many of the problems foreign companies face in Japan.

That leaves the US few options other than old-fashioned muscle-flexing behind the scenes.

NEWS DIGEST

WORLD TRADE ORGANISATION

Deadline set for choice of successor to Ruggiero

World Trade Organisation members have set March 12 as their new target date for selecting the next director-general to succeed Renato Ruggiero of Italy, after missing two deadlines of mid-December and mid-February. Mr Ruggiero's four-year term and the terms of his three deputies end on April 30.

At the last count Supachai Panitchpakdi, Thailand's deputy prime minister, was leading the field of four candidates, followed by Hassan Abu-youb of Morocco, Canada's Roy MacLaren and Mike Moore of New Zealand. However, Mr Moore has the most second-choice votes, which puts him in a strong position since the appointment must be made by consensus.

Mr Supachai yesterday denied he was planning to withdraw from the race because he lacked US support. Although Washington has made no public announcement, US officials say the administration backs Mr Moore and Mr MacLaren equally. Mr Supachai was cautious yesterday on his prospects, saying the choice would be determined by "global politics". Frances Williams, Geneva

CONFERENCE ON GMOs

Talks may run out of time

Frustrations were running high yesterday morning as negotiations to hammer out the details of a UN biosafety protocol governing the international movement of genetically modified organisms (GMOs) appeared to run out of time and options.

"There are still significant outstanding issues to be resolved," said Rafe Pomerance, spokesman for the US delegation to the conference, a follow-up to the 1992 Convention of Biodiversity signed in Rio.

Delegates from 170 countries meeting in Cartagena, Colombia, have so far failed to agree on fundamental trade issues within the protocol as well as important mechanical issues to make the agreement applicable in practice. Over the weekend, small groups working behind closed doors agreed to exclude commodities and pharmaceuticals from the protocol, a point favoured by countries such as the US, Canada, Australia, Mexico and Argentina, some of the main exporters of GMOs. But today is the last day for negotiations, now in their 10th day, and delegates, complaining of remaining ambiguities and a lack of transparency governing the course of negotiations, doubt consensus will be reached. Adam Thomson, Cartagena

US DEPARTMENT OF AGRICULTURE

Forecast on exports cut

Weak demand in some economically troubled regions, coupled with plentiful supplies of farm produce, yesterday prompted the US Department of Agriculture to cut its forecast for exports in 1999 to \$49bn, down by \$1.5bn from its previous estimate late last year. This would be \$4.6bn less than in 1998 and well below the peak figure of \$59.8bn in 1996. Imports are also likely to rise, by about \$1bn from the 1998 level, to \$38bn. The loss of exports comes as US farm incomes are being squeezed by low commodity prices. The US Congress last year agreed a \$8bn relief package, but it is unclear whether similar help will be forthcoming in 1999. Nikki Teit, Chicago

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NEWSPAPER

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South Korea 'well ahead' on foreign reserves target

By Peter Montagnon and John Burton in Seoul

South Korea is well ahead in meeting its target for foreign exchange reserves and the government will not need to launch new international borrowings even though its investment grade credit rating has been restored, Lee Kyu-sung, finance minister said yesterday.

The reserves, currently

around \$50bn, should reach the target of \$55bn for the year as a whole by as early as June, thanks partly to a continuing strong surplus on the current account of the balance of payments, he said in an interview.

South Korea has to meet a heavy schedule of debt repayments this year, including \$2.7bn to the International Monetary Fund and \$3.8bn to international banks

who rescheduled the country's short-term bank borrowings in the wake of last year's economic crisis. "Even with that our reserves won't decline," Mr Lee said.

The government did not need to borrow in its own right but some public sector entities, including Korea Development Bank, Korea Eximbank and KEPCO, the electric utility, might return to the market to refinance

maturing long-term debt, he added. Some private sector entities might also take up borrowings, although this sector should also receive a boost from foreign direct investment which the government expects to rise to around \$15bn, measured on a commitment basis, from \$13.9bn last year.

After the shock of the economic crisis of December 1997, when South Korea's

reserves were virtually exhausted, the government is widely thought to want a substantial cushion of reserves. Mr Lee acknowledged that opening the country's capital markets had made it more vulnerable to international money flows of money, but said that \$50bn was now considered a "sufficient minimum."

The minister brushed aside the concerns of private

sector economists that the current recovery would prove short-lived. Pessimists such as Stephen Murray of Jardine-Fleming said that Korea could be heading for a Japanese pattern of weak growth alternating with outright recession because of failure to follow through on economic restructuring.

Mr Lee said the economy would return to its trend

rate of growth of 4-5 per cent from next year after 2 per cent growth in 1998.

Even this would leave a "statistical unemployment rate" of around 5 per cent, he admitted. But this would still be below the 7.5 per cent average rate expected for this year. Besides, the government could afford to finance the necessary welfare payments without compromising its target for bal-

ancing the budget deficit, currently 2.5 per cent of gross domestic product, by 2006.

By then a higher proportion of its spending would come from welfare payments and less on big projects for state enterprises. Korea's large-scale privatisation programme would help promote the change in mix, he said.

"We are heading towards small government."

Australia gives business tax reform clues

By Gwen Robinson in Sydney

The Australian government yesterday gave the first clear indication of the direction of controversial business tax reform proposals, drawn up as part of a sweeping tax reform package announced last year.

Peter Costello, the treasurer, said the government was considering lowering the rate of capital gains tax and would abandon plans to tax managed funds and publicly held unit trusts as companies.

Mr Costello spoke after publication of a report by the government's advisory panel on business tax reform. The panel, headed by John Ralph, the chairman of Fosters Brewing group, was established after the government set out proposals last August to overhaul the tax system and introduce a 10 per cent goods and services tax (GST).

Business tax changes would be central to the GST proposal, set out in last year's election by the prime minister, John Howard, and partly aimed at blocking corporate tax loopholes.

At the same time, the government has become increasingly anxious to attract more foreign investment and prevent Australian companies moving offshore. It recently launched a campaign to promote Australia as a regional financial centre

and has been emphasising likely changes in capital gains tax and personal tax rules for expatriates as part of its push.

The 1,000-page report of Mr Ralph's committee set out options and recommendations on key aspects of business tax, including suggestions to reduce the corporate tax rate to 30 per cent from 36 per cent and to reform the unpopular fringe benefits tax on non-cash benefits to tax managed funds and publicly held unit trusts as companies.

Mr Costello took the unusual step of announcing the government's decision to abandon earlier proposals to treat public trusts such as property, cash management and bond trusts, as companies for tax purposes.

Such investments would continue to be subject to so-called "flow through" taxation, which would ensure there was "no adverse cash flow effects on people receiving distributions of assessable income from cash management trusts," Mr Costello said. Instead of being taxed at source, as initially proposed, income earned and distributed by cash management trusts would be taxed in the hands of individual investors at their marginal tax rates, he said.



Relatives of prisoners hold up placards demanding the release of all prisoners at a Seoul rally yesterday

S Korea amnesties long-serving prisoners

South Korea announced an amnesty yesterday for nearly 9,000 offenders, including freedom for a former North Korean soldier jailed 41 years ago, agencies report from Seoul.

Woo Yong-gak, 71, would

be one of 17 long-term prisoners to be released unconditionally on Thursday under an amnesty to mark President Kim Dae-jung's first year in office, said the justice minister, Park Sang-cheon.

The 17, all convicted spies and held for between 29 and 41 years, have refused to sign an oath to obey South Korean laws, including one making it a crime to espouse communism, saying that doing so would violate their

freedom of conscience and endanger their families in the North.

Mr Park said the government had decided not to demand an oath from them as a condition for their release.

CULTURE GAP 'INTEREST MUST BE PAID' □ BANKS 'DON'T REALISE THEY'LL HAVE TO TAKE LOSSES'

By Sander Thoenes in Jakarta

A little known and less understood culture gap between Japanese and western bankers stands in the way of billions of dollars worth of Indonesian debt restructuring.

The gap has become apparent in the past few days in the case of Astra International, which produces cars and motorcycles with Toyota, Honda and a host of other, mostly Japanese, partners. For months it has been struggling to renegotiate debt payments with its creditors, but the Japanese lenders which are its main lenders have so far refused to accept Astra's claim that it cannot make the interest payments in full.

"Restructuring is something they're not used to," said Rini Soewandi, Astra's president director. "They do not know what to compare us with."

Other negotiations on large chunks of some \$90bn in corporate offshore debt have also stumbled over Japanese insistence that, while principal payments can be delayed, the full sum plus interest must eventually be repaid.

"It is a dogma," said Seiichiro Shimamoto, chief representative in Indonesia of the Export-Import Bank of Japan. "Interest should be paid." Furthermore, says Mr Shimamoto, the debt write-offs usually involved in restructuring, known as "haircuts" are taboo.

That dogma has exasperated western bankers, many of whom have already made provisions for Indonesian loans and are willing to accept partial payment before the cash flow of the borrowers deteriorates further. "The cake is getting smaller," one European banker said. "The [Japanese] banks just don't realise yet they'll have to take losses. Boys, bite the bullet."

Part of the Japanese aversion to restructuring, as opposed to mere rescheduling of payments, simply reflects the dire state of Japanese banks, many of which cannot afford to make the necessary provisions. Japanese banks also have much larger exposure than most of their western counterparts.

But Japanese bankers also do not believe restructuring works in the long run.

"A haircut, I don't understand why that becomes a solution," said the Jakarta representative of a big Japanese trade house. "Once we make a haircut, we say - no more business with that company. If they don't pay interest, our exposure increases. Our ratings will drop. So we don't like it, and many Indonesian customers also don't like it."

Japanese banking 'dogma' blocks Indonesian debt rescue

Mr Shimamoto said the focus on interest payment also reflected the high value Japanese bankers put on business relationships, rather than mere number crunching. "The relationship between a lender and a borrower is one of equal footing, of trust," he said. "The interest is the cost of the money that is needed for lending. If you get no interest back you are giving very benevolently."

Even that relationship is coming under strain, however, as Japanese banks struggle to stay afloat. Mr Shimamoto's bank, a government agency, has quietly bailed out Japanese joint ventures with more than \$2bn in loans because Japanese commercial banks can no longer stick to the tradition of supporting affiliated business.

Similarly, the premise of sticking to payment in full is crumbling because Japanese banks can no longer promise new loans. "Now, because of the economic constraints, you can't just stick to the warm, emotional economic relationship any more," Mr Shimamoto said. "Because of the power of the rating agencies, because of globalisation, the banks have completely changed."

Mr Park said the government had decided not to demand an oath from them as a condition for their release.

Howard seeks E Timor talks

By Gwen Robinson in Sydney

Australia has launched an unprecedented diplomatic push in Asia and the Middle East, aimed first at securing a leading role in Indonesian deliberations over the future of East Timor and shoring up regional relations.

After meetings in south-east Asia, Australian government and business leaders will visit Portugal, Iran and India later this week. This will be the first official visit to Iran by an Australian minister in more than five years and the first to India since Canberra's protests over Indian nuclear tests last May.

pared for Jakarta's abrupt announcement earlier this month that it would grant full independence to East Timor next January if its offer of autonomy was rejected. Mr Howard last week warned of heavy costs for Australians and potential regional instability if East Timor - one of Indonesia's closest points to Australia - became independent overnight.

Australian officials confirmed yesterday that Alexander Downer, the foreign minister, would present proposals in Indonesia for an orderly transition in East Timor. He will press President B. J. Habibie and the East Timorese resistance leader Xanana Gusmao, among other leading figures, for an extended period of autonomy for the island. The Australian proposals will also include offers of aid and possibly a leading role in a peacekeeping force on the island, officials said.

In Portugal, Mr Downer will ask the government to provide assistance for East Timor's orderly transition. Australian officials cast doubt on prospects for current talks between Indonesia and Portugal over East Timor at the United Nations in New York.

Licence delays put Bangladesh natural gas projects on hold

Interest has waned because of red tape and low energy prices, writes David Chazan in Dhaka

The second foreign-operated natural gas field in Bangladesh began production recently but further gas projects have been blocked by delays in awarding exploration and production licences.

International interest in Bangladeshi gas has waned in the past 18 months because of delays and also because low energy prices have forced many companies to scale back their operations. The Jalalabad field in the northern district of Sylhet, operated by Occidental and Unocal of the US, came on stream earlier this month.



Sheikh Hasina: "We are not sure how much gas we have" Reuters

production last year. Petrobangla, the state-owned energy company, has refused to allow Cairn to increase production from 100m cu ft a day to 160m cu ft, saying the offshore rig has been unreliable. But analysts said the reason could be that as Bangladesh has to pay for some of the gas, Petrobangla and the government may be reluctant to spend more hard cur-

rency. Cairn has subsequently transferred responsibility for day-to-day operations at the field to Shell.

Analysts said that with its greater resources, Shell might be more successful in resolving the issue if it became the operator of the field.

Nigel Hopkinson of Occidental said the gas produced at Jalalabad, an onshore

field, would cost Bangladesh some \$30m-\$40m a year; cheaper, analysts say, than the gas produced by Cairn and Shell because it costs more to operate offshore fields.

When Bangladesh invited bids for natural gas exploration and production rights in 1997, the government was overwhelmed by the enormous interest shown by oil and gas companies. "The whole world seemed to be knocking at our door," said a Bangladeshi official involved in awarding production sharing contracts (PSCs).

"Looking back, we probably weren't ready, and perhaps our mistake was trying to offer too many blocks and promising too much."

The Bangladeshi government repeatedly missed deadlines which it had announced for awarding the contracts. When it invited gas companies to begin a new round of PSC negotiations this month, several backed out.

The government may have delayed because it is unsure what to do with its gas. Most companies now want guarantees that they will be able

to export some gas before embarking on expensive exploration programmes.

The obvious export market is India, which has a severe energy shortage. But with the Bangladeshi opposition frequently accusing the government of selling out to India, any decision to export gas could be politically explosive in the run-up to the general election promised by the government next year.

Many gas company executives have also lost enthusiasm in the face of the ponderous bureaucracy in Bangladesh. "Business in this country moves at the pace of a bicycle rickshaw," one executive complained. "What normally takes a week can take months here."

Fewer than 100 wells have so far been drilled in Bangladesh, but experts are convinced that substantial reserves of natural gas lie underground and offshore, under the Bay of Bengal.

Shell estimates the reserves at 30,000bn-50,000bn cu ft, a sizeable amount which could give the economy of one of the world's poorest countries a much-needed boost. Sheikh Hasina, the prime minister, who has taken personal responsibility for gas, said further exploration would be needed before deciding whether to export.

"We are not sure yet how much gas we have and whether it will fulfil our domestic demand. So unless we could judge that, how can I say that we can export?" she said. "If we have enough, then we can think of it."

Only 14 per cent of Bangladeshis homes have electricity, and the government is hoping further gas projects will help expand the network. Several gas-fuelled power stations are being built, but up to 40 per cent of the electricity in the national grid is "lost" or taken by consumers without paying.

Bangladesh's domestic gas network is also very limited. Few households have piped gas, and 80 per cent of the estimated 90m cu ft of gas produced per day now goes to industry or is used to produce fertiliser, a commodity that currently fetches low prices on the international market.

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BRITAIN

NORTHERN IRELAND SIX MEN ARE DETAINED AFTER WEEKEND OPERATION BY POLICE INVESTIGATING OMAGH BOMB ATTACK

Leading republican dissident arrested

By Jimmy Burns in London

A leading dissident republican was among four people arrested yesterday by Northern Ireland police as part of the investigation into the Omagh bombing last year in which 29 people died and more than 350 were injured.

The man, who was being held in Londonderry, was named as Francis Mackey, the chairman of the 32 County Sovereignty Movement and a member of Omagh district council.

Those detained yesterday brought to six the number of men arrested in Northern Ireland since a joint police operation was initiated at the weekend.

Separately, police in the Republic of Ireland said that five men arrested there had been released.

Security sources were cautioning against raising expectations of a major breakthrough in the search to identify and bring to trial those responsible for the bombing in the market town of Omagh last August.

However, police on both sides of the border have been facing growing political pressure to show some results amid fears that dissident republican groups are preparing fresh attacks to disrupt the peace process.

Last month some opposition MPs from England and Northern Ireland threatened to use their statutory House of Commons privilege against libel suits to name individuals allegedly involved in the Omagh bombing. They agreed not to only after senior police officers and the UK and Irish governments argued that this would seriously prejudice any chance of a successful trial.

The latest arrests came as Irish officials conceded that there was still little prospect of any early advance on the "decommissioning" of arms issue.

Gerry Adams, the Sinn Féin president, said in Australia yesterday that there was nothing in the 1998 peace agreement that required the Irish Republican Army to decommission before Sinn Féin can take up ministerial positions in a regional Northern Ireland government.

Mr Adams was commenting in the Sydney Morning Herald newspaper on the first day of an eight-day Australian tour.

However, both governments expect the decommissioning issue to remain a stumbling block to the setting up of the new government beyond that date.

Almost 150 people were victims of paramilitary-style attacks in Northern Ireland in the last eight months of 1998, Adam Ingram, the UK government minister responsible for Northern Ireland security, said yesterday.

Loyalists were responsible for 90 attacks - comprising 26 shootings and 66 assaults, he said in a Commons written answer. Republicans were behind 59 - 19 shootings and 40 assaults.

The 148 offences, which took place between May 1 and December 31, included shootings, grievous bodily harm, actual bodily harm and common assault.

NEWS DIGEST

VISA APPLICATIONS

Lawyer claims immigration chaos traps executives in UK

Families and business executives are being trapped in the UK because of chaos at immigration headquarters, lawyers said yesterday. Delays transferring files to a new computer system have affected thousands of people of various nationalities who need documents to leave the country.

The Home Office said some delays were expected during the modernisation of the system for handling cases. The process has included updating computer systems and relocating offices at the Immigration and Nationality Directorate in Croydon, south London. Julia Onslow-Cole, a lawyer with Cameron McKenna, the City of London law firm, said the problems affected thousands of non-UK citizens applying for permits or visa extensions.

ELECTRICITY PRICE ALLEGATIONS

Texas offshoot may be named

Eastern Electricity, an offshoot of Texas Utilities, is expected this week to be named by Callum McCarthy, the UK energy industry regulator, as one of the generators alleged to have manipulated electricity prices in December. The regulator was still drafting recommendations yesterday on how to prevent further market "abuses" by generators.

Mr McCarthy said last month he was considering altering the terms of generators' licences. He was also contemplating earlier than expected changes to trading arrangements in the national electricity pool, which sets wholesale prices.

The pool price mechanism, which customers claim has been abused by generators, was established to ensure electricity was supplied by the most cost-efficient plants following the break-up of the publicly owned Central Electricity Generating Board. Customers have repeatedly claimed that the three biggest fossil fuel generators - Eastern and the former state-owned National Power and PowerGen - have used their price-setting power to manipulate the system marginal price, one of the elements of the pool system.

LANDMINE CONVENTION

2m destroyed before deadline

The British army has destroyed 2m anti-personnel landmines before the Ottawa Convention comes into force on March 1, George Robertson, chief defence minister, said yesterday. More than 100 countries signed the convention banning the use, production and trade of landmines. They must report on stocks by June and destroy them within four years.

The Royal Air Force's remaining stocks will be destroyed by the end of the year, leaving the UK with 4,000 to be kept to test detection and destruction techniques. Mr Robertson hoped the accelerated destruction of British mines would send a signal to countries that had not signed the convention.

"A serious, global effort is required before this ban will be truly effective," he said. Alexander Nicoll, London

MANUFACTURING

Warning to forgings industry

Inward investment in UK manufacturing, an important part of the economy over the past decade, could be hit if the forging industry does not build on previous productivity gains, according to a study. The sector is a vital supplier to much bigger industries, such as cars and aerospace, says the Centre for Economics and Business Research.

The consultancy says the forgings sector increased productivity 57 per cent over the past decade, twice as much as UK manufacturing and four times the rate of the economy as a whole. It says failure to keep up this level of improvement could damage the country's ability to attract overseas investment in areas such as car manufacturing.

UK forgings companies have annual sales of £780m (\$1.2bn), mostly to other UK-based companies in fields such as cars, aerospace and general engineering with total output of £150bn. Peter Marsh, London

BBC APPOINTMENT

Chairman calls for courage

The main qualification for the new director-general of the BBC will be courage in taking tough and controversial decisions, Sir Christopher Blundell, the corporation's chairman, is to say in a speech tonight. Sir Christopher, speaking to the Royal Television Society, will argue that the BBC will be "pioneered for the things it gets right" as well as its mistakes, so courage "is arguably the key qualification" for its leaders.

Sir Christopher, who is leading the search for a director-general to succeed Sir John Birt next year, says the BBC will "continue to have to take tough decisions". He will argue that the higher the proportion of advertising revenue as a proportion of total revenue, the less distinctive a public service broadcaster is likely to be. The BBC is financed mainly by a state levy on UK users of television sets. John Gapper, London

Underground rail delays threaten millennium party

A scheme to extend the capital's network to the heart of the celebrations is running dangerously close to deadline. Charles Batchelor reports

The £2.9bn (\$4.6bn) Jubilee Line extension to the London Underground, which will be 19 months late if it opens in October, is the most contentious of three big upgrading projects to be running well behind schedule.

The delays are the result of many factors, some beyond management control. But engineering consultants and rail industry managers say a common thread is the state-owned London Transport's inability to manage big engineering projects to time and to budget.

The longest delay is on the Central Line, which passes through the capital's fashionable West End to the City is more than five years behind schedule. The project involves new trains, control systems and public information systems and will not be completed before October 2000, more than five years late.

Modernisation of the rolling stock on the Northern Line, known for many years as "the misery line", has also been delayed by more than a year because of design changes ordered by the Underground and problems with suppliers.

But the most pressing problem is with the Jubilee Line extension. It is expected to carry 60 per cent of the 12m visitors to the Millennium dome in 2000, the centrepiece of prime minister

Tony Blair's plan to celebrate Britain's role in the 21st century. But the line is not expected to be completely open before October 31 and even then important stations such as Westminster - next to the Houses of Parliament - may not be open.

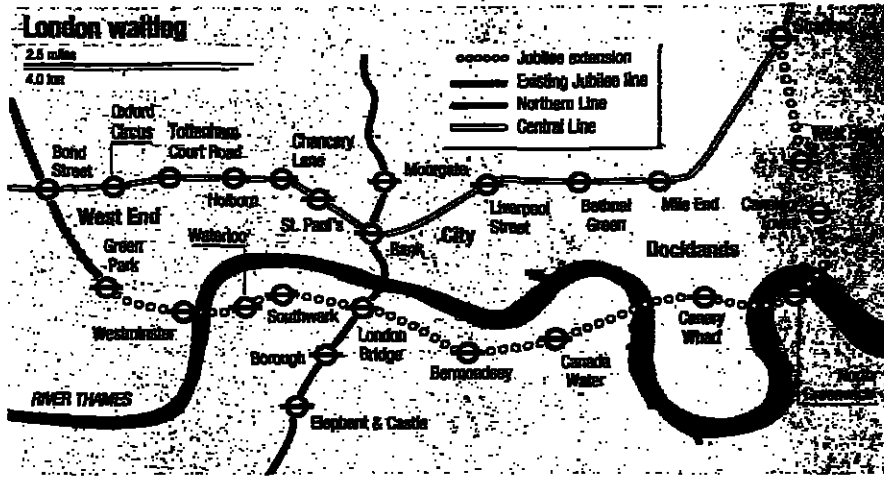
Even the October target may not be reached. The handover of the first section of the extension for train testing has already slipped from the end of January to next month.

The 15km extension to the line - linking the West End with the office metropolises at Canary Wharf - is supposed to represent the future of travel in the world's congested cities. It features the latest in metro design.

But engineering consultants with experience of Underground projects say the problems on the line - and on the other projects - resulted from the Underground's failure to create a strong central management team alongside the project manager to drive it forward.

The promoters of the Canary Wharf office complex, built on derelict dockyards to the east of central London, were desperate for an Underground line linking their office blocks to the West End.

After years of stopping and starting, the project was under way. But in 1992 - shortly after the passage of



The Jubilee Line extension

- 1989 Bill authorising construction laid before parliament
1992 Bill passed; Olympia & York, developer of Canary Wharf, goes into administration. Hopes it will contribute £400m to extension raised
1993 Financial restructuring of Canary Wharf completed; private sector contribution to JLE of £400m confirmed
1994 Rail tunnel built by New Austrian Method collapses at Heathrow airport. Work on two extension stations is halted
1996 Greenwich chosen as site for Millennium Dome
1997 London Transport says extension will be six months late with completion now due September 1998
1998 Feb Second delay announced - to spring 1999. High-tech signalling shelved until line is open
1998 Sept Bechtel brought in to manage project. Hugh Doherty, London Transport's project leader, steps down. Completion delayed until Oct 1999
1998 New London Transport warns extension will not be ready on time unless electricians improve productivity
1998 Jan Electricians agree productivity deal

legislation authorising the extension project - Olympia & York, the Canadian developer of Canary Wharf, admitted it had over-stretched and applied for protection from creditors. The company had agreed to invest in a rail transport link to central London.

The project management team decided to push ahead anyway. Leading UK civil engineers, such as Balfour Beatty, Amec, John Laing and Tarmac signed up. So did groups from other countries including Aoki of Japan and Soletanche of France. GEC Alsthom contracted to deliver the trains while Westinghouse agreed to provide signalling.

The decision to keep responsibility for management of the project in-house was overturned by government pressure last September when Bechtel, a US project management group, was brought in. Underground management also failed to co-ordinate design and construction, or exercise tight control of the design when costs began to increase.

"We make the project fit the budget," said George Jacobson, chief executive of Canary Wharf, owner of the Docklands office complex which is part-financing the link. "It is possible [London Transport] fall in love with the project. They have built lovely stations which will last 100 years but maybe they should have cut back."

One example highlighted by rail experts is the decision to site a cross-over, which allows trains to change tracks in an emergency, underground at Canary Wharf station.

This is two stations away from where the line comes up to the surface, where a cross-over would have been much cheaper to construct.

Breaking up the technology into two parts of the Jubilee Line into too many pieces caused additional problems in getting them to work together.

Spreading responsibility for track, train control systems and signalling over three different companies caused unnecessary complexity in getting the different systems to work together, said Michael Schabas, a rail consultant and director of GB Railways, a train operating company.

Trade data will reveal damage from high pound

By Richard Adams

The extent to which the strength of sterling has damaged UK exports will be revealed today when the total UK trade figures for December are published, giving a picture for 1998 as a whole.

The data will also give a strong hint of how much worse the situation is likely to become this year.

Even a moderately good performance will leave the country in its worst trade position since the boom presided over by Nigel Lawson, then chancellor of the exchequer, in the late 1980s.

Investment banks such as Salomon Smith Barney Citibank predict a deficit in trade in goods for December of £2bn (\$3.2bn), on the heels of the previous month's steep £2.2bn deficit.

That would take the UK's trade gap in the fourth quarter of 1998 to about \$6bn, the highest quarterly deficit since 1990 and \$2bn

more than the same period in 1997.

The main reason for the export gloom is simple: the long-term influence of the strength of sterling, which has been enjoying a powerful appreciation for the past two-and-a-half years.

"Export volumes are being hampered by the high pound and, to a slight extent, slowing world trade, while import penetration seems to be rising as the high pound allows importers to gain market share," notes Michael Saunders, UK economist at Salomons.

The pound's long ascent began in the summer of 1995 and reached a peak at the end of March 1998. Since then, analysts have declared that the pound was bound to fall. But the currency has retained a resilience, shrugging off warnings of recession and sharp cuts in interest rates.

Even the Bank of England, the UK central bank, has been surprised that its five

consecutive rate cuts have done little to dent sterling. UK base rates, at 5.5 per cent, still offer a higher return than the euro-zone and the US.

The Bank's monetary policy committee, which sets rates, has also been forced to downgrade its outlook for UK exports based on its judgment of external demand and the lagging effects of sterling's appreciation.

The most recent data before today's figures showed a record £15.7bn deficit in traded goods between the UK and countries outside the European Union during 1998.

That was almost double the deficit in 1997.

North America has continued to run a traded goods surplus with the UK: the value of UK exports to the US and Canada fell in the last quarter of 1998, while North American imports to the UK rose by the fastest rate of any region.

Oil filter maker in India venture

By Peter Marsh in London

A venture to make equipment to bring western health and safety standards to Asian factories is being started in India by a leading UK maker of specialist machinery.

Filtermist - based in Bridgforth in the English Midlands - is replicating in a plant in Poona, southern India, the technology it has pioneered over 30 years to make specialised fan-based filters that remove oil from the air around machine tools.

The oil, which gets into the atmosphere from the lubricating and cooling fluids used in metal cutting, can cause health hazards to plant operators. The Poona venture is in conjunction with Span, an Indian company that makes machine accessories and has a minority stake.

Filtermist is one of a handful of companies worldwide making the equipment,

increasingly mandatory in western factories to meet tighter environmental standards. The world market for such systems is put at about \$2m a year. Basil Telf, Filtermist's technical director, said there was a "huge" potential market in India, and opportunities to export to other parts of Asia. Privately-owned Filtermist has annual sales of about \$6m (\$9.7m), of which 80 per cent is exported.

Its UK factory makes about 8,000 filter units a year - selling for up to \$3,000 each - and over the next few years the Poona plant is likely to build up annual production to about 1,000, according to Mr Telf.

Filtermist started in the late 1960s and has produced about 100,000 filters which have been used in 40 countries. The equipment uses vane that draw oil mist into the machine and draw away oil droplets to tanks from which the liquid can be recycled.



Sir Paul arriving for work at New Scotland Yard yesterday Reuters

RACE RELATIONS CALLS FOR RESIGNATION AFTER LEAKS OF INDEPENDENT REPORT INTO MURDER OF BLACK TEENAGER

London police chief insists he will not quit

By Simon Buckley, Social Affairs Correspondent

Sir Paul Condon, the London police chief, insisted last night he would not resign despite growing calls for him to stand down.

The calls come before publication on Wednesday of an inquiry report into the killing in a suburban street five years ago of Stephen Lawrence, a black student.

The future of Sir Paul, police chief for all of London except the City financial district, may hinge on his willingness to accept there is

"institutionalised racism" in his force, an allegation made in a leaked section of the report.

Sir Paul vigorously denied the charge when presenting evidence to Sir William MacPherson's inquiry hearings. "I hope, pray, anticipate, that [the report] will say something very significant around institutional racism," he said yesterday. "I will embrace that with zeal."

According to leaks, the report accuses the Metropolitan police of "pernicious and institutionalised racism", adding that any senior offi-

cer unable to accept this will "find it extremely difficult to work with the community in the way that policing by consent demands".

Crucially, Sir Paul may be able to accept this as Sir William's new definition of institutionalised racism refers to "unwitting" prejudices.

Sir Paul became Scotland Yard's most senior officer just over two months before Stephen Lawrence was stabbed to death in 1993. The killing has become the most significant incident in British race rela-

tions in the 1990s. Five white men were acquitted of the killing in 1997 and subsequent attempts by Lawrence's parents to bring a civil action against them collapsed.

Sir Paul is due to retire when his contract expires next January. John Stalker, former deputy chief constable of the northern England city of Manchester, said he "must resign - his position is untenable".

Sir Herman Ouseley, chairman of the Commission for Racial Equality, said: "It is irrelevant who is running

[the Metropolitan Police] - it is the framework that sets the standard."

The report will outline 70 recommendations to change that framework, "designed to usher in a fundamental transformation of Britain's race relations".

It is likely to call for a tougher race relations law, covering the police for the first time and possibly the armed forces and immigration service.

It may demand the criminalising of racist language, and the banning of offensive weapons in private. And it

could lead to changes in the national curriculum for schools to emphasise cultural diversity and improve race awareness.

Since Sir Paul became commissioner in 1993 the number of officers from ethnic minorities has risen by 50 per cent. His new squad of "untouchables" is rooting out corruption within the force, and since April last year more than 50 officers have already been suspended.

He recently said up to 250 Met officers could be corrupt.

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MANAGEMENT & TECHNOLOGY

MARKETING GENETICALLY MODIFIED FOODS

Monsanto scores an own goal

Richard Tomkins asks whether the public relations disaster over transgenic foods in Europe could have been avoided by putting in more careful groundwork

When the next book about great public relations disasters is written, it is a safe bet that it will be dominated by the story of Monsanto's woes over genetically modified foods in Europe.

It is the biggest business fiasco since Royal Dutch/Shell became the target of public outrage over its plans to sink the Brent Spar oil platform in the North Atlantic. And like that episode, it prompts the question: did it really have to be this way?

Business history is littered with stories of big companies rescuing their products and reputations from disasters. Perrier fully recovered from the discovery of traces of benzene in its bottled water, and Johnson & Johnson similarly regained public trust after capsules of its Tylenol pain-killer were poisoned.

In the Perrier and Tylenol cases, the disasters could not have been foreseen: once they occurred, the companies involved took decisive action to restore public confidence by admitting what had gone wrong and engaging in massive product recalls.

It is not the same for Monsanto and the other biotechnology companies caught up in today's crisis.

Their products did not become genetically modified by accident: they designed them that way, and in their view, there is nothing wrong with them.

Nor does the Brent Spar analogy hold up. In that case, Shell ended the controversy by bowing to public pressure and changing its plans.

Monsanto cannot do this without giving up one of the world's biggest markets for one of its most important products.

Yet the Shell and Monsanto stories do share one common feature. Both companies thought they were "right", in a scientific sense.

Their mistake was in failing to

foresee the public reaction to their plans, allowing themselves to be wrongfooted by the subsequent outcry.

Professor Ulrich Steger, a specialist in corporate clashes with society at Switzerland's International Institute for Management Development, says when companies are surprised by controversy, it is usually because their decision-making processes are based on rational, technical criteria. Too often, they pay little heed to dangers that lurk in the power of opinions and emotions.

"Managers do not think politically. They do not understand that politics are driven by other criteria than business," Prof Steger says.

"And in these days of shareholder value, managers are so overrun that they do not have the time to think things through and put themselves in the shoes of their adversary."

'In terms of goodwill, you have to build up a bank of trust on which you can draw in difficult times'

Lacking that perspective, Monsanto made three big mistakes, Prof Steger says.

First, as a US company, it badly underestimated the differences in attitudes towards nutrition in Europe and the US, where genetically modified products and hormone-treated beef are already widely accepted.

"One should realise that the tradition of processed and fast food is far shorter in Europe than in the US," Prof Steger says.

Second, it failed to recognise that consumers would resent being asked to shoulder the risks of a technology that brought

them few obvious rewards.

"Experts told us for years that there was no risk of getting mad cow disease, then suddenly changed their minds. Who can guarantee they do not change their minds about genetically modified foods?" says Prof Steger. "So we carry the risks, but the benefits are higher profits for manufacturers and lower costs for farmers."

Third, it thought international trade agreements would force Europe to open its doors to genetically modified products whether it liked them or not. "Nobody likes being pushed around, and this gave them an initial image, rightly or wrongly, that they were pushing the reluctant Europeans into a situation they did not want," Prof Steger says.

Last summer, Monsanto sought to open the way for the introduction of genetically modified foods by running a film advertising campaign devised by the London-based Bartle Bogle Hegarty agency, explaining the case for its products.

The campaign appeared to have the right motives: it tried to create some understanding of a difficult issue and invited people to listen to opposing arguments, even giving the addresses and telephone numbers of organisations such as Greenpeace and Friends of the Earth.

But Mark Lund, chief executive of the London-based Delaney Fletcher Bozell agency, says advocacy advertising such as this is rarely enough to withstand a big controversy.

"Unless you are shining a very powerful light on some truth in your advertising that stands up against the tide of public opinion, then it's simply going to render your corporate advertising irrelevant," he says.

"It might be odd for an advertising person to say this, but the most effective way of creating an environment of acceptability for a controversial product is probably still very good public relations, because you have got to be sure that when the story takes off, you have got people who are going to be asked for quotes who are on your side."

Not surprisingly, Ian Wright,



vice-president of Britain's Institute of Public Relations, agrees. "Biotechnology companies are immensely secretive, and what you are seeing here is the result of their failure to put in the groundwork," he says.

"The truth is, in terms of public goodwill, you have to build up a bank of trust on which you can draw in difficult times. If you want to be in a position where you can deal with a crisis like this, you have to put in the spadework over a very long time before these things hit."

Monsanto says that it never really stood a chance of getting

its case over in the UK, where it found itself introducing its products at about the time of the BSE scandal.

"We could provide one of our scientific experts with the most impressive academic background and a lifelong career in studying this area to explain how these products work and why they are safe, but at the end of the day, anyone in the UK could say: 'Well, that's what they told us about BSE, and they were wrong.' It's clear that it's eroded confidence in science."

Is the situation retrievable? "Very much, yes," says David

Hill, the former Labour party spokesman who is now a director of Bell Pottinger Good Relations, Monsanto's public relations adviser.


"What I think in the medium term can be a benefit of the frenzy of the last week is that, in a way it has been impossible to get anybody properly engaged up to now, we will begin a debate on the scientific basis of the research being done by the biotechnology companies into genetically modified food."

Prof Steger is less sure. At this late stage, he says, it is too late for Monsanto to open up a dialogue with its opponents.

"The only thing they can do is to stay the course and hope the resistance erodes over time. There are examples of corporations that have been portrayed as brutal and that are nevertheless successful."

On the other hand, there is also the example of nuclear power - another new technology that promised supposed benefits to society yet faced implacable opposition.

As Prof Steger notes: "Today, the only debate about nuclear power is how quickly to phase it out."



REPUBLIC OF GHANA

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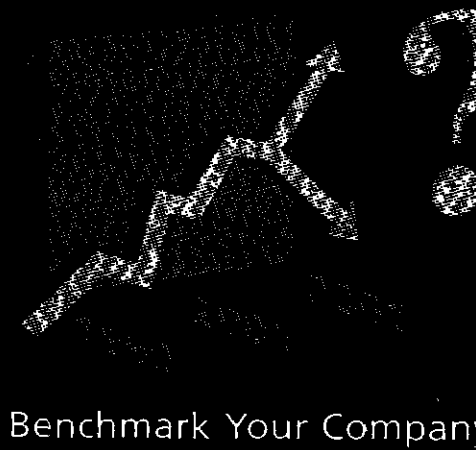
Bid documents (including detailed bid procedures) will be provided to interested persons upon return of a standard form confidentiality undertaking, duly signed, and payment of the appropriate fee. Visits to inspect Pomadze are welcome. Closing date for bids to be received is Friday April 9, 1999.

Documents can be obtained by writing to, faxing or E-mailing the consultants retained by the Divestiture Implementation Committee on behalf of Government, namely:

<p>Roger Hughes Magna Consulting 34 Church Street, Epsom Surrey KT17 40Q, England Tel: +44-1372-741642 Fax: +44-1372-741642 E-mail: Magnauk@aol.com</p>	<p>Emmanuel Abbey or Tony Sao Voscon Associates FC Lokko Court, 50 Lokko Road, Osu P.O. Box A476, La, Accra, Ghana Tel: +233-21-779316-8 Fax: +233-21-779315 E-mail: Voscongh@igmail.com</p>
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INVESTMENT OPPORTUNITY in UK Films Group Plc - Two feature films: Dove Stewart (Lifetime Achievement Award, Brits 1999)

LIQUIDATIONS RECEIVERSHIPS AUCTIONS - 200-400 listed every week in the PAGE 1 REPORT

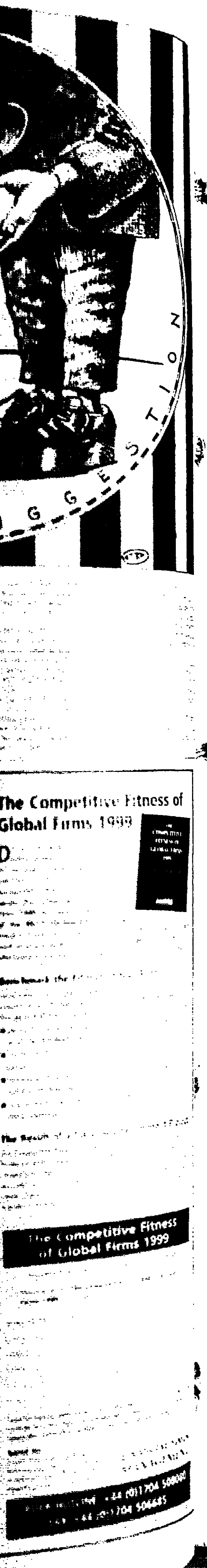
CONTRACTS & TENDERS OLYMPIC AVIATION TENDER NUMBER 01-99

OLYMPIC AVIATION SA wishes to introduce Jet Aircraft in its fleet starting their operation as per April 1999

COMPETITION FOR THE AWARD OF 8 LICENCES TO USE FIXED WIRELESS POINT TO MULTI-POINT ACCESS (FWPMA) TECHNOLOGY FOR THE PROVISION OF TELECOMMUNICATIONS SERVICES IN IRELAND

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MANAGEMENT & TECHNOLOGY

TECHNOLOGY IMAGE COMPRESSION

Picture this, in sharper focus

A new software standard could change the use of digital images in the next century, writes Edwin Colyer

It is a common scene in detective films or TV series. A blurred picture is called up on a computer screen and several zooms later a small section is magnified, revealing the culprit's face in sharp detail. In the real world, such incessant zooming leads only to an ever-increasing on-screen blur. "At the moment the resolution of an image is fixed - if you zoom in the picture gets fuzzier," says Richard Clark of Elysium, a small UK internet software house. But work is under way that could make images scaleable: "Soon you will be able to zoom in on a section of an image and maintain the quality."

The scalability of images is just one way in which JPEG2000, a new standard in image compression, could remodel our use of digital images in the 21st century. People will be able to select regions of interest within an image, says Mr Clark. "You could compress an image so that the eyes, nose and mouth would be given more detail, or provide higher quality in parts of a medical image to help diagnosis."

"For web applications it will even be possible to attach information and properties to different levels of image compression or parts of the image. For example, you could have an image of an aircraft. By zooming in on the wheels you would

bring up another picture, perhaps from a different angle."

Image compression does not just save space on hard drives and reduce transmission times across the internet. The JPEG standard is optimised for images of natural scenes and typically squashes files to a tenth of the size. But compression also affects the way images can later be handled and manipulated.

JPEG stands for Joint Photographic Experts Group, a committee of the International Standards Organisation, and comprises more than 200 experts who have produced a range of international image compression standards. The JPEG2000 initiative was started by JPEG's convener, Daniel Lee, a research and development manager at Hewlett-Packard, in 1997.

"The currently used JPEG standards were developed about 10 years ago," he says. "They were based on technologies and methodologies

from the 1970s. Although they meet most current needs, many of the new applications and technologies that have arisen from the internet provide much richer functions than are currently specified."

The enormous growth of the internet has been central in creating the need for a new standard, as it has changed the concept of data handling. "In the internet arena, it is uncertain where one application ends and another begins as machines communicate with each other," notes Mr Lee. "The new standard will be engineered to account for this interconnectivity."

The software and digital imaging communities recognise that with the internet a standardised approach to image handling is essential. Standards allow wider use and better sales - of products. Computer scientists have also argued for a new standard because of advances in compression power. Now bigger compressions are obtainable with an improved quality of image. Although the old technology is still effective for the highest quality images, the improvements mean pictures can be delivered more rapidly at generally acceptable quality levels.

Part of this improvement has been achieved by using a new approach, called wavelet compression, to sample the image and assess its data. JPEG2000 will be based on wavelets. The committee is assessing various models,

carrying out thousands of tests before deciding which algorithms are finally written into the new standard. Wavelets allow pictures to be broken down and compressed in a more flexible manner. With JPEG2000 users will choose which parts of an image to download or decide to view small areas of images without losing resolution.

The new standard also addresses questions of image ownership and encryption. It will be possible to lock images so they are accessible to others at only poor quality, or with a watermark superimposed. In order to access the highest quality images, or use them in a publication, the user will

have to obtain a "key" - presumably by paying. Mr Clark, who heads the UK delegation on the JPEG2000 committee, admits some of these features are not new and are contained in the lesser known parts of the original standard. "JPEG2000 has more bells and whistles. But most of the work has gone into making the high compression performance and features as effective as possible. At the end of the day you want a decent image quickly."

For all its bells and whistles, whether JPEG2000 is quickly adopted cannot be predicted. Tom Lane, UG's organiser, reserves judgment on the new standard. He hopes it will not only

improve compression performance, but also address some of the problems associated with the current standard. "In the end, an ISO spec is only a piece of paper, and it may or may not ever achieve wide use," he says.

However, with the leading software and imaging industries involved in the new standard, Mr Lee predicts that JPEG2000 will change the way images are used on the web. "Currently, pictures serve an illustrative purpose only - they are added to most web pages as an afterthought or for decoration. But with JPEG2000, web browsing could become image based. JPEG2000 will elevate the image to be a first-class citizen."

The purchase overnight turned Quebecor into Canada's second largest newspaper chain, after Conrad Black's Hollinger/Southern group, and the only one with substantial properties in both French-speaking Quebec and English Canada.

Quebecor, which had failed in a bid to acquire Sun Media in 1996, was courted by the Sun chain as a white knight after Torstar, which publishes the Toronto Star, attempted to acquire Sun Media in a hostile takeover. Pierre Karl Peladeau, at the time Quebecor vice-chairman and executive vice-president of Quebecor Printing, was the key negotiator on the deal with Sun Media.

The senior Peladeau has been more circumspect about his politics, publicly embracing neither the federalist nor separatist camps in Quebec. He and his older brother Erik, who takes over as vice-chairman of the company, control the majority of Quebecor shares. Edward Alden, Toronto



Good images better compression will magnify with less loss of resolution. Ronald Grant Archive

Blackstone Group, the US private merchant bank, has announced two new senior appointments. Robert Friedman, one of Wall Street's most respected attorneys specialising in mergers and acquisitions, is joining Blackstone as a senior managing director. Leaving Simpson Thacher & Bartlett, the US law firm, after 32 years, Friedman will work mostly in Blackstone's principal investing group.

Friedman has been advising Blackstone since the firm was founded in 1985 by Stephen Schwarzman and Peter Peterson. "With his deal experience, perspective, superlative negotiating skills, and excellent judgment - plus his intimate knowledge of how our firm works and invests in principal situations - he is simply a great catch," said Schwarzman.

Friedman said: "I know that I am moving to an environment that has the same high ethical standards, the same passion for excellence, and the same kind of collegial culture that I have known at Simpson Thacher."

Blackstone has also announced the appointment of Richard Lappin, formerly president and chief operating officer of Fruit of the Loom, as a senior managing director. Blackstone private equity funds own or have held major investments in 36 companies with more than \$15bn in annual revenues.

Lappin will work with the firm's other senior managing directors to help monitor the operations of portfolio companies. "Dick Lappin's years of senior management experience will be an enormous resource for us, especially given the emphasis in our portfolio on a diverse range of companies and the importance of operations to the success of our investments," Schwarzman said.

Blackstone is currently investing its \$3.8bn Blackstone Capital Partners III private equity fund, which was raised in 1997. Along with principal investing and mergers and acquisitions advisory, Blackstone's other business areas include real estate investing and restructuring and reorganisation advisory. William Lewis, New York

Stateoil, Norway's state-owned oil company, unveiled last week a new organisational structure. This is part of a multibillion kroner cost-cutting and divestment programme which is aimed at restoring profitability in the country's largest enterprise after the company's worst results in a decade.

Stateoil will combine 15 business areas into five for the groups operations, each headed by a senior vice-president: Henrik Carlsen, 53, for exploration and production Norway; Rolf Magne Larsen, 46, international exploration and production; Peter Melbye, 49, European gas; Sten-Ake Forsberg, 52, Nordic energy and retail; and Leifur Ramstad, 52, industry and trading.

Three senior vice-presidents, Johan Nic Vold, Stig Berge, and Elisabeth Berge, will fill new posts covering international relations and alliances, technology, and the Norwegian states direct financial interest in offshore operations respectively.

The new organisational model also includes a smaller corporate staff, with Terje Varsberg, 50, promoted to deputy chief executive under Harald Norvik, chairman and chief executive. Valeria Skjold, Oslo

People on the move is edited by Lisa Wood. Phone 00 44 171 873 3905. Fax 00 44 873 3926.

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PEOPLE ON THE MOVE

Peladeau in the driving seat at Quebecor

Pierre Karl Peladeau, second son of the late Pierre Peladeau, has taken the helm at Quebecor, the Canadian printing, newspaper and forest products group founded by his father.

Peladeau, 37, becomes the youngest president and chief executive of any major Canadian corporation. He has immediately ordered a review of all the company's operations with an eye towards cutting administrative expenses.

The Quebecor empire, started in 1950 when the senior Peladeau purchased a small community newspaper in Montreal, surpassed C\$5bn (\$5.3bn) revenues last year and boosted earnings by 21 per cent.

The company's largest holding is Quebecor Printing, North America's second largest commercial printer with revenues of C\$5.6bn last year. The company became Europe's largest pure commercial printer last year after acquiring Tryckinvest i Norden, the Swedish printing company.

Quebecor also controls Donohue, Canada's largest integrated forest products company by market capitalisation and the second largest newsprint producer in North America.

But its most aggressive acquisition in recent years has been the dramatic C\$1.2bn purchase last year of Sun Media, the Canadian newspaper chain best known for its racy tabloids.

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INFORMATION TECHNOLOGY BRIEFS

Hewlett-Packard brings a touch of colour to the palm-top

Hewlett-Packard, the US computer group, is launching its first colour palm-top PC. Running on the Windows-CE operating system, the HP Jornada 420 weighs 250g and is a compact 13cm by 8.1cm by 2.2cm. The 256-colour, 240-by-320 pixel screen delivers high-magnitude graphics over normal monochrome models. It connects easily to a desktop PC for instant synchronisation of personal information and electronic mail. The price is likely to be around \$500. www.hp.com/jornada

Motorola takes the net in hand

Motorola, the US electronics and telecommunications group, has introduced what it claims to be the first handset to support wireless access to the Internet, corporate intranets and other networks. The i1000Plus is an internet-ready device integrating the capabilities of a digital phone, two-way

radio and alphanumeric pager with internet microbrowser, e-mail, fax and two-way messaging. It incorporates microbrowser technology developed by Unifired Planet, the US internet software group. www.motorola.com

Mobile Chinese

Chinese speakers will be glad to hear that all new ranges of mobile phones from Ericsson will include versions that enable messages to be sent in the language.

The phones will be able to store Chinese names using the 10,000 Chinese characters available. The Danish company said the first Chinese language-enabled phones would be shipped in the second quarter of the year. www.ericsson.com

CD notebook

Sony has announced the world's first slimline CD recorder for notebook PCs. Measuring just 12.7mm high, the CRX501E internal CDR drive has a capacity of 650MB. Such capacity means that even extensive multimedia presentations, picture files and video data can be recorded and relayed.

All the main CD recording methods are available, as well as standard CD reading and writing formats. Sony says "leading CD recording software suppliers will be supporting the drive".

The Japanese group has also extended its range of digital camcorders. The new Digital8 model offers digital video quality, but enables users to record on Hi8 tapes. Both Hi8 and standard 8mm recordings can be played back. www.sony-cp.com

Marketing pack

Budding e-commerce entrepreneurs might like to peruse LiveCommerce 2.0, the latest version of the internet marketing solution suite from Open Market, the US software group. The new version offers an enterprise application package which enables companies to create intuitive, personalised online catalogues to serve their customers' individual requirements.

An important feature of the package is the real-time dynamic entry function. Users can jump from anywhere on the web to the appropriate item in a LiveCommerce catalogue. www.openmarket.com

Christopher Price



TIM JACKSON ON THE WEB

Value of the whole versus the parts

Do shareholders benefit when online businesses are split off from their traditional counterparts?

If you run a big public company, how should you use the internet to increase value to shareholders? This question is likely to be of growing importance around the world over the coming year or two. But it is made more piquant by the different answers companies are already offering.

In one corner stands Barry Diller of USA Networks, which owns Home Shopping Network online and an online auction company called FirstAuction.com. Mr Diller announced a megamerger on February 9

in which his company will join with the Lycos search and portal business, and with the Ticketmaster and Citysearch combine that sells tickets and provides online local information.

Mr Diller believes that building a business both online and offline will reach 30m web users. He also believes that operations that take 1m phone calls a day and ship 200,000 boxes to customers is an ideal way to build an e-commerce giant.

In the other corner stand companies such as Barnes & Noble which hopes to spin off its online bookstore into a separate public company. Alongside is CMP Media, whose dollar share price rose from the high teens to the high twenties after an analysts' conference call a week ago, making a break-off of its web businesses seem more likely.

Other examples of companies that believe shareholder value can be easily released by demerger include Dixons, the UK electronics retailer, which expects to sell off its FreeServe internet service provider.

Which company is right? Do shareholders benefit more by having online businesses split off from their traditional counterparts?

Mr Diller's arguments sound compelling. It is the ability to handle physical logistics that is often the Achilles' heel of businesses seeking to sell things on the web. The idea of combining a proven expertise in physical objects with internet entrepreneurship makes instinctive sense.

US shareholders appear to take the anti-conglomerate view. The immediate market reaction to the USA Networks/Lycos merger was to mark down Lycos's share price, signalling firmly that the whole will be less than the parts.

Yet signals from investors in Europe are less clear. The Lex column in the Financial Times pointed out recently that Dixons' share price had risen sharply since news of the runaway success of its free ISP became public. It also stated that the difference between the before and after valuations is greater than any independent value that could be put on the FreeServe business, even pricing its customers at \$1,000 (\$1,200) each.

Two things seem to be happening. First, the market is having difficulty working out what kind of synergies there should be between online businesses and their offline counterparts.

Barnes & Noble, for instance, can do all kinds of cross-marketing between the two, from printing its web address on bags customers' books are wrapped in to using its web site to publicise events taking place at the user's nearest bookshop.

But there are also disadvantages. Standalone web businesses tend to grow quicker than subsidiaries of conglomerates, partly because they understand more clearly the disciplines of marketing online and partly because employees in web businesses often have stock options whose high potential value gives them

an incentive to stay late in the office. The risk is that traditional companies will move too quickly to spin off their internet businesses, without realising what they are giving up by way of links between the two.

But there is a compensation. Today's extraordinary high valuations of internet businesses have grabbed the attention of the head of practically every public company in the US. The message is clear: build an internet business quickly, and some of the star quality of the web could rub off on your share price. Facile as it may sound, this probably is the message markets should be sending to managers and owners of companies. The advantages of being first mover in online businesses are documented. By holding forth the carrot of high valuation, investors are telling companies clearly what to do.

How long this will take to reach Europe is unclear. Although valuations for online businesses in Germany's Neuer Markt are if anything even more frothy than those on the Nasdaq in the US, there seems to be more of a disconnection between the online upstarts and their traditional counterparts in the old world.

Paradoxically, the initial public offering of large local online companies on European exchanges could have a highly positive effect in stimulating thinking in European boardrooms. The message is clear: the internet is going to change your business and you need to move now to take advantage.

Tim.jackson@pobaz.com



ROGER REYNOLDS

التي في اليمين

THE ARTS

Strange how the Berlin cookie crumbles

Nigel Andrews reports on a triumph of mindlessness over matter at the film festival

The 49th Berlin Film Festival ended in a triumph of mindlessness over matter. The Thin Red Line crossed the thin white finishing tape ahead of half-a-dozen smaller but more substantial competitors - not least the best US movie, Robert Altman's Cookie's Fortune - and 20th Century Fox can now laugh all the way to Oscar night.

Terrence Malick's war epic opens Britain-wide later this week: more then. For me its pretensions were outshone by the filigree comic skills of Altman's movie, shown on the penultimate day to a jury so sandbagged by Malick, by Kurdish demos and by a three-films-a-day Golden Bear schedule that it could probably no longer tell

quality. For this comedy of small-town greed and grandstanding Hollywood's quirkiest veteran, late of The Gingerbread Man, stayed in the Deep South as if to make amends for Grisham nonsense. The cast is pure enchantment: Glenn Close, Julianne Moore, Liv Ullmann, Chris O'Donnell and Patricia Neal enacting a ring-o-roses comedy about an old girl's mysterious death, the scuffle for wills, and the fact that small towns are places where when any one person sneezes everyone falls down.

There were two other delights in the closing days, plus a near-miss. The last was Mike Figgis's The Loss Of Sexual Innocence, a reckless bid by the Los Angeles director to jump from the mainstream into a beckoning experimental backwater while Moviedom still lets him. This backwater,

though, is very tangled: a jungle riot of bricolage and Bildungsroman, of symbolism and disconnected scenes - including a naked black/white Adam and Eve in Africa - built around filmmaker hero Julian Sands. It doesn't cohere, though the last episode of horror in the desert has a burst of narrative power suggesting a better film yet unmade.

Claude Chabrol's Au Coeur Du Mensonge is unalloyed pleasure: a dark thriller starring Sandrine Bonnaire as a painter's wife having a fling on the British coast with media smoothie Antoine De Caunes. Miracle number one is that TV's Eurotrash can act, not just crack bad jokes in a cartoon French accent. Miracle two is that Chabrol's signature tropes - food scenes, mis-



One the jury got right: Denmark's Silver Bear runner-up, 'Mifune'

Artist who failed the garret test

Millais' only crime was to be considered too well-to-do to be taken seriously, writes William Packer

It is time we treated Sir John Everett Millais properly. He was among the most conspicuously successful Victorian painters in an age that honoured its artists more than most, and remains one of the more intriguing in his life and distinctive in his work. Yet hardly before he was cold in his grave his reputation was under attack. In an insidiously damning article in The Savoy magazine a month or two after Millais' death in the summer of 1896, Arthur

We find Millais taking on the British portrait tradition at its best, and more than holding his own

Symons, the symbolist poet and critic, remarked that "In the eulogies [he has] been justly given... I have looked in vain for this sentence, which should have its place in them all: he did not make the great refusal". The damage was done. Even now excuses and apologies still seem needed whenever Millais' work is shown in any strength and seriousness. "Had his reputation not declined to such a remarkable extent," says the National Portrait Gallery's director, Charles Smeaton Smith, in his catalogue preface to this latest show, 1998, the centenary of his death, "...ought to have been the year of a major retrospective exhibition." Indeed so, but the questions are begged: why was it not; and was the reputation in fact so low?

ous and too socially conventional really to be taken seriously as an artist." To Symons he had betrayed "a finer promise than any artist of his time... [abandoning] a career which, with labour, might have made him the greatest painter of his age, in order to become, with ease, the richest and the most popular." His further charge that, whether it was Gladstone or Cinderella, "he painted them all with the same facility and the same lack of conviction" finds its echo even as late as 1994 in a remark of Alan Bowness, the then director of the Tate, on a "vacuity behind the conception" of the later work.

Is any of this fair, let alone true, is the question addressed by this rather small but nonetheless impressive look at his portrait work, from youth to old age. For what is at issue is the right of the individual artist to develop in his own way, to find his own path, and to be himself. For what the Symonses of this world would seem to say, which still strikes a sympathetic chord upon our post-romantic sensibility, is that you cannot be a true artist if you do not lead the artistic life. Symons gives himself away, however, by citing another painter as "a man of genius, whose virtues were all given up to his art, and who is now living in a destitute and unhonoured obscurity" - who turns out to have been Simeon Solomon, a minor late pre-Raphaelite and decadent Symbolist - very minor, pretty decadent. What makes it the worse for Millais is that he was, in his youth, so much the principled revolutionary, leader of the pre-Raphaelites against all that was corrupt, indulgent and self-serving in the late Renaissance inheritance.

The exhibition is set out in sections, demonstrating first the precocious talent which took him to the Royal Academy Schools in 1841 at the age of 11, following him through the 1840s in drawings and paintings of family and friends after the manner of the time. His first truly personal character as an artist then emerges with pre-Raphaelitism at the turn of the 1850s, which here is focused on the familiar Ruskin portrait (1854), which took him and the Ruskins off to the High-



A triumph, and proper vindication at last: Millais' portrait of the Hoare twins, dressed so smartly 'à l'amazone'

lands together, where he and Effie fell in love, a proceeding recorded in a sequence of charming anecdotal drawings. The three remaining parts are categorical rather than chronological, giving us in turn his work with children, great men and beautiful women, from the 1860s to the '90s, and here the show is at its most interesting and frustrating. For there is simply not enough to do the job properly. Was there a failure of nerve, again? Was it really necessary to give so much space to the early work, which has always been acknowledged, as insecure? The child-portrait section is particularly thin, when there are so many of the half-lengths especially, to tie him in intriguingly to the aestheticism of such as Whistler and Albert Moore.

But the men and women, too few again alas, are in their different ways a triumph, and proper vindication at last. Post-Raphaelite, his work opened out to admit a painterliness in the handling of paint and surface of astonishing assurance. And we find Millais taking on the ambition and scale of the British portrait tradition at its best, and more than holding his own. He may no longer be the revolutionary as such, but there is nothing unheroic, unworthy or unambitious in the underlying ambition. We may balk still at certain sentimentalities, but those were the conventions of the age, and no more trisome, indeed no more sentimental, than the grandiosities and artificialities of the great Georgians.

The Tate's three Armstrong sisters, "Hearts are Trumps" (1872) is a tour de force, setting out quite openly his claim to a place alongside Reynolds; and so too the far less familiar double portrait of the Hoare twins (1876), dressed so smartly "à l'amazone". But the single figures, male or female, are perhaps even more impressive, for their unaffected simplicity of presentation, and the directness of their address. Millais, for all his tricks, his lightness of touch, his ease of drawing, shows us his sitters as they are, to the life, whether it is Gladstone with his fierce eagle eye, or his beloved, ever-expansive sister-in-law, Sophia Caird. This may not be the thorough retrospective that is now necessary, but at least we can see Millais at last as the true painter he always was.

OPERA IN ZURICH DON GIOVANNI/BORIS GODUNOV

Fate fails to trip up Bartoli's Elvira

The Fates conspired to sting their worst at Jürgen Flimm's new production of Don Giovanni, but for once they failed to spoil an exceptional occasion. Their first trick was to cause Cecilia Bartoli, due to sing the mezzo-ish part of Donna Elvira for the first time, to slip on the ice during the late stages of rehearsal. The result put her on crutches, but she is one determined lady, and with the help of a little judicious rearrangement of movement and the deployment of a few bag-and-chair-carriers, for her the show went on.

In the event she was tremendous. The voice is in great shape, much larger than I remember it and even fuller of colour, with a useful husky quality lower in the register which she utilised to great effect as a counter to her brilliant, hardish sound which she used to express blistering rage. The way she commanded the stage was a wonder to behold. Less predictable was that the range and stance of the role seemed ideally suited to her.

The second trick of the Fates was to cause the company to lose its original Leporello, László Polgár, at the last minute. Luckily a replacement was found - the excellent Manfred Hemm, who fortuitously had the role still fresh after recent performances elsewhere. His only serious faux pas was a rather surprising appearance one scene too early in Act One, which resulted for a heart-stopping few seconds in a curious duet with Don Ottavio. A swiftly improvised excuse, executed in perfect Mozartean recitative, rightly let him off the hook immediately, and as the evening wore on his singing and acting became better and better.

But Bartoli and Hemm were not the only heroes in this singularly well-balanced cast. Elizabeth Magnusson's Donna Anna had its weaker moments - her difficult Act II aria, "Non mi dir", among them - but was largely good. Roberto Sacca's bespectacled Don Ottavio conveyed a character with more common sense than is often the case. Isabel Rey and Oliver Widmer were hugely attractive as Zerlina and Masetto. And the giant voice of Matti Salminen as the Commendatore imposed itself on the whole evening.

In the title role Rodney Gilby was in magnificent voice, and every movement, every facial

expression, was telling. From the outset he was, quite rightly, always a degree more sinister than requisite. In the pit Nikolaus Harnoncourt elicited sharp-edged, vividly coloured and astutely phrased playing from the excellent band. This Giovanni is reincarnated, or so Flimm's predominantly grey-coloured production would have us believe. With its sequence of vague backdrops, its clever use of the revolving stage, and in Act Two a progressively revealed system of scaffolding that ultimately circles the Commendatore's statue, his staging

Slipping on ice put her on crutches... but the voice is in great shape

hints at abstraction without quite getting there; and Florence von Gerkan's costumes could be 18th, 19th, or early 20th century, European or American. But all is made clear in the last moralising chorus, when a definitively classical arcade makes way for a view of a 1960s American motel, and Giovanni, who shortly before has been consumed by a spectacularly explosive stage fire, is seen smooching a young girl. To be sure, he is still intent on getting his oats, and he is still very much the smooth operator; but in the context of a later age he seems entirely unremarkable.

A brief word on David Pountney's production of Mussorgsky's Boris Godunov (mostly the 1869 version), whose last night I caught on Saturday. This is a powerful, original and deeply affecting staging, evoking thoughts of Chechnya or Sarajevo, Yeltsin or Stalin, as much as it calls to mind more ancient Russian tyrannies and madnesses. One pitfall Godunov's self-destructiveness - particularly given Matti Salminen's overwhelmingly powerful singing of Godunov - but the conducting of Nikla Barezka, who replaced a sick Frans Welser-Möst, failed to make the work flow as such an episodic and naked piece as this needs to.

Stephen Pettitt

INTERNATIONAL Arts Guide

AMSTERDAM

OPERA Netherlands Opera, Het Muziektheater Tel: 31-20-551 8911 Carmen: by Bizet. New staging by Andreas Homoki, conducted by Edo de Waart. The designs are by Wolfgang Gussmann and Gabriele Jeenecke, and the cast includes Carmen Oprisanu and Martin Thompson; Feb 24

BERLIN

OPERA Deutsche Oper Tel: 49-30-34384-01 Rise and Fall of the City of Mahagonny: by Kurt Weill, libretto by Brecht. New staging by Günter Krämer, conducted by Lawrence Foster, with designs by Gottfried Pitz and Isabel Ines Glathar; Feb 24, 28

BOLOGNA

OPERA Teatro Comunale Tel: 39-051-529 999 www.netuno.it/bol/

teatrocomunale La Bohème: by Puccini. Conducted by Daniele Gatti/Paolo Arrivabeni in a staging by Lorenzo Mariani, with designs by Willy Orlandi; Feb 23, 24, 25

CARDIFF

OPERA Welsh National Opera Tel: 44-1222-464 666 ● Hansel and Gretel: by Humperdinck. Conducted by Wladimir Jurowski in a staging by Richard Jones, premiered in December. Cast includes Imelda Staunton, Linda Kitchen and Nigel Robson; Feb 26 ● Peter Grimes: by Benjamin Britten. Carlo Rizzi conducts a new staging by Peter Stein. With sets by Stefan Mayer and costumes by Moidele Bickel. Cast includes John Daszak and Janice Watson; Feb 24

COLOGNE

EXHIBITION Wallraf-Richartz Museum Tel: 49-221-223 82 www.museenkoeln.de Arendt de Gelder (1645-1727): first monographic exhibition devoted to Arendt de Gelder, one of Rembrandt's most prominent pupils. The show includes 58 paintings and 13 drawings as well as 25 graphic works by Rembrandt; to May 9

OPERA

Oper der Stadt Tel: 49-221-221 8240 Die Vögel: first modern staging for Walter Braunfels's opera.

Premiered in 1920, it was banned by the Nazis and largely forgotten until a recent recording. This production is conducted by Bruno Weil and staged by David Mouchtar-Samorai; Feb 23

COPENHAGEN

EXHIBITION Louisiana Museum of Modern Art, Humlebaek Tel: 45-4919 0719 www.lmfa.dk Henri Cartier-Bresson: European. Previously seen in Paris and London, this show brings together 185 works ranging across the photographer's career from the 1930s to the present; to Jun 6

EDINBURGH

OPERA Edinburgh Festival Theatre Tel: 44-131-529 6000 ● Scottish Opera: Der Rosenkavalier, by R. Strauss. New staging by Richard McVicar, conducted by Richard Armstrong. The cast includes Joan Rodgers; Feb 24, 27 ● The Magic Fountain: by Delius. Conducted by Richard Armstrong in a new staging by Aidan Lang, with designs by Ashley Martin-Davis; Feb 26

HARTFORD

EXHIBITION Wadsworth Athenaeum Pieter de Hooch (1629-1681): previously seen at Dulwich Picture Gallery, this first-ever one-man show of the Dutch

painter offers a reassessment of his work. Less celebrated than his contemporary, Vermeer, de Hooch was a pioneer in his own right, and a specialist in maternal and domestic subjects; to Feb 27

HOUSTON

EXHIBITION Museum of Fine Arts, Houston Tel: 1-713-639 7750 www.mfaah.org Brassat: The Eye of Paris. Retrospective of the photographer's work that coincides with the 100th anniversary of his birth. Dubbed 'the eye of Paris' by Henry Miller, Brassat celebrated the city in photographic series including 'Paris at Night', a series of photographs taken during nocturnal wanderings with the flâneur and poet Léon Paul Fargue; to Feb 28

LONDON

CONCERTS Barbican Hall Tel: 44-171-638 8891 London Symphony Orchestra: conducted by Lorin Maazel in the UK premiere of his Music for Violin and Orchestra, and in Bartók's First Portrait; and by Wolfgang Glaser in Tchaikovsky's Symphony No. 6; Feb 24, 25 Royal Festival Hall Tel: 44-171-960 4242 London Philharmonic Orchestra: conducted by Jukka-Pekka Saraste in works by Strauss and Beethoven, with soprano Cheryl

Studer; Feb 24

OPERA

English National Opera, London Coliseum Tel: 44-171-632 8300 ● La Traviata: by Verdi. Revival of Jonathan Miller's production conducted by Michael Lloyd; Feb 25 ● Parsifal: by Wagner. Conducted by Mark Elder in a new staging by Nikolaus Lehnhoff, with sets by Raimund Bauer and costumes by Andrea Schmidt-Futterer. Cast includes Kim Begley and Jonathan Summers; Feb 23, 26

MUNICH

CONCERT Philharmonie Gasteig Tel: 49-89-5481 8181 Munich Philharmonic Orchestra: conducted by Ingo Metzmacher in works by Schubert and Henze; Feb 23

NEW YORK

CONCERTS Avery Fisher Hall, Lincoln Center Tel: 1-212-875 5030 www.lincolncenter.org New York Philharmonic: conducted by Kurt Masur in works by Menotti and Mahler, with mezzo-soprano Jennifer Lamore, tenor Richard Leach and violin soloist Glenn Dicterow; Feb 23

OPERA

Metropolitan Opera, Lincoln Center

Tel: 1-212-362 6000 www.netopera.org

Moses and Aaron: by Schoenberg. Conducted by James Levine in a staging by Graham Vick, with sets and costumes by Paul Brown. Cast includes Philip Langridge and John Tomlinson; Feb 23, 26

PARIS

CONCERTS Salle Pleyel Tel: 33-1-4561 6589 Orchestre de Paris: conducted by Christoph Escherbach in works by Brahms, with piano soloist Zlman Barto; Feb 24, 25

PRAGUE

DANCE National Theatre of Prague Tel: 420-2-2108 0131 www.anet.cz/nd The Nutcracker: by Tchaikovsky, in a staging by Russian choreographer Jurij Grigorovic; Feb 24

SAN FRANCISCO

CONCERTS Davies Symphony Hall Tel: 1-415-864 6000 www.sfsymphony.org San Francisco Symphony Orchestra: conducted by Jeffrey Tate in works by R. Strauss, Humperdinck and Honegger; Feb 25, 26, 27

SEATTLE

OPERA Seattle Opera

Tel: 1-206-389 7676 www.seattleopera.org

Vanessa: by Samuel Barber. Conducted by Yves Abel in a staging by Sharon Ott; Feb 27, 28

TOKYO

CONCERT Suntory Hall Tel: 81-3-3584 9999 Orchestre National du Capitole de Toulouse: conducted by Michel Plasson in works by Gounod and Saint-Saëns, with soprano Leontina Vaduva; Feb 23

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At 08.20 Tanya Beckett of FTTV reports live from Liffert as the London market opens.

Madam in driving hat at Maccoby

Top names to Blackstone

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On the wrong track

The popularity of 'index tracking' threatens to distort stock markets because it has artificially raised the value of companies with illiquid shares, argues Hugo Dixon

Could the index fall be wagging the investment dog? Share indices, like the UK's FTSE 100 or the Standard & Poor's 500 index in the US, were originally designed to provide an objective benchmark for measuring how a particular portfolio was performing. But increasingly, there are signs that investors are reacting to the indices in such a way as to distort the valuation of particular stocks and, by extension, the behaviour of companies as well.

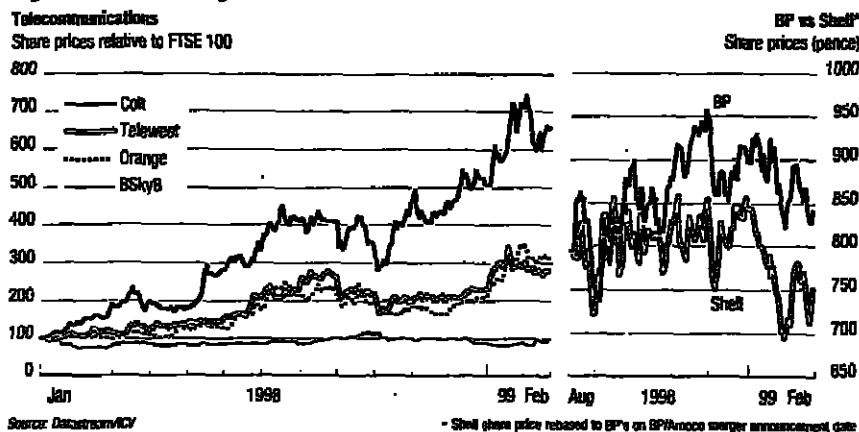
The problem arises as a result of index tracking - an investment strategy that seeks to mimic the returns of a particular index. In the UK, around 20 per cent of the market is held by "trackers". And this proportion is on the increase in both the US and the UK, in part because such a non-thinking strategy has tended to produce better returns than active management.

Index tracking raises the danger of an "indexation bubble" in stocks that are part of an index but that, for various reasons, are hard to hold. Several FTSE 100 companies - notably BSKyB, Colt Telecom, Orange and TeleWest - have less than half their stock freely floating. The rest is locked up by strategic shareholders, such as Rupert Murdoch's News Corporation and France's Pathé in the case of BSKyB.

Because the indices seek to capture the whole value of all companies traded on a particular market, companies with big strategic stakes are weighted in the index according to their full market capitalisation, not merely the proportion floating freely. Under the rules of the FTSE 100, which is run by FTSE International, the index company half-owned by the Financial Times, only a 25 per cent free-float is needed for a group to be included in the FTSE 100. A similar approach is taken by other indices companies such as MSCI.

What this means is that once the trackers have had their fill, there is not much

Signs of a stock shortage?



left for everybody else. Given, moreover, that many other investors are "closet trackers" - who do not like to be too far out of line with the index - the share price can be squeezed up.

A similar phenomenon occurs when foreign companies relocate to the UK. At present, a wave of South African stocks, such as Anglo American and South African Breweries, is arriving in London. Under FTSE International's rules, a company can be included in the FTSE 100 index if it is domiciled in the UK. But this does not stop the stocks being included in the Johannesburg Stock Exchange All Share Index.

Again, problems arise when trackers in the UK need to acquire their full weighting but much of the stock is still held overseas. Add to this the fact that many of these companies have limited free-floats - Anglo American is nearly 40 per cent owned by De Beers, SAB is 88.5 per cent held by Bevocon - and a stock shortage could result.

Cross-border mergers can create a further distortion. Take BP Amoco, the newly created oil giant. Before the merger, BP accounted for 4.9 per cent of the FTSE 100; afterwards, the weighting increased to 8.1 per cent. That meant trackers had to increase their purchases of the stock.

If Amoco's US shareholders had simultaneously sold their stakes, there would

have been no shortage. But BP Amoco is such an important company that US investors have, for the most part, hung on to their stakes. This again seems to have squeezed up BP Amoco's share price, which has outperformed Shell's since the merger was announced.

With Astra Zeneca, the drugs company formed from merging Sweden's Astra with Britain's Zeneca, there will be a further twist. Not only will Zeneca's weighting virtually double to 4 per cent, Astra may stay in Sweden's main index.

Hence the threat of an indexation bubble. It is not just that some stocks are squeezed up once and for all. There is a second-round effect: with trackers outperforming active investors, more funds are invested with trackers. As active investors underperform, they may become more reluctant to forage far from the herd. But, as more funds are devoted to matching an index, the squeeze continues - further enhancing the trackers' performance.

The indexation bubble may, in turn, be affecting corporate behaviour. Companies have often wanted to be included in a blue-chip index for reasons of prestige. Now there seems to be a cost of capital advantage too. This is probably one factor fueling the merger boom: bigger companies stand a better chance of attracting investors' attention. In this context, mega cross-border

mergers are doubly good because then the stock can be on two sets of investors' radar screens.

What is to be done? One fairly obvious, partial, solution would be for indices to stop weighting companies with small free-floats according to their full market capitalisation. This would not be a trivial exercise. After all, there is no sharp dividing line between stakes which are held for the long term and those which are freely traded. Sometimes blocs of shares which previously seemed locked up would come up for sale. Still, one would have thought that it was precisely by cracking such issues that indices could add value.

Another solution would be to create a special index for multinationals. The notion was recently suggested by actuaries Bacon & Woodrow. Technically, it would be difficult (how do you define a multinational?) But if these problems could be overcome, it would be possible to construct national indices, say a FTSE 100 ex-multinationals, that would reflect more closely the performance of local economies - an idea FTSE International is considering.

There is, of course, a third solution. Investors could be less slavish in tracking indices. The only snag is that, so long as the indexation bubble continues, standing against the herd seems like a recipe for getting crushed in a stampede.

LETTERS TO THE EDITOR

Asset allocation approach must combine inputs

From Mr Richard Urwin.

Sir, Peter Martin ("Invest in new habits", February 16) makes a number of good points about the inadequacies of conventional investment benchmarks. However, his claims concerning the demise of geographically based asset allocation is less convincing. If regionally based allocation processes are dead, how can we attack European fund managers' underweight position in the US?

More important, even "global" companies' profits

tend to be over-exposed to the business cycle of their country of origin. Competitive advantage depends not only on the intrinsic qualities of a company, but also on the environment in which it operates. As a result, a "good" US company will have outperformed an equally "good" Japanese company in recent years, given the stronger performance of the US economy. Finally, competitive advantage is a highly subjective and dynamic concept - it can be here today and

gone tomorrow. A strategic benchmark allocation from a decade or so ago based on an assessment of competitive advantage would doubtless have included a high weight in Japanese and other Asian companies, some now excluded members of the FTSE-100 Index, and a swathe of small companies - all of which would have systematically underperformed. US companies would almost certainly have been underrepresented. Re-doing the exercise today would probably enshrine in strategic

benchmarks the outperformers of the past few years. These in turn could become tomorrow's dogs. Any sensible asset allocation approach will combine local, global, economic and company-specific inputs. Mr Martin's approach risks throwing the baby out with the bath water.

Richard Urwin, head of economic research, Gartmore Investment Management, 16-18 Monmouth Street, London EC3R 8AJ, UK

Africa's debt is the evidence of a failed policy on aid

From Mr Andrew Buckoke.

Sir, The basic flaw of your leader about the Jubilee 2000 campaign (February 17) is the idea that debt relief should be simply another sort of aid, subject to another sort of conditionalities. Most of our aid has been conditional for years, and the evidence for its failure is the debt. It would be disastrous if debt relief became a continuation of a failed aid policy.

It is true that much of the aid has been stolen or wasted, but most of what

was stolen was taken by regimes that we knew would steal it, and most of what was wasted was spent on projects designed and executed by our own consultants and contractors. Those who now talk about moral hazard should remember that at the time we were trying to give business to our own nationals, irrespective of the effects on the people on the ground, whom we barely understood anyway. This remains the case. The civil wars and eco-

nomie decline in post-colonial Africa are to a large extent the result of those efforts. To make the Africans pay for them is genuinely perverse. The only moral and practical course is complete and immediate debt relief, but logic and experience dictate a corollary that many of the Jubilee 2000 supporters will find harder to accept: the complete cessation of new aid.

The sad truth is that if conditions were right no aid would be needed, and therefore that aid is only given

when it cannot work. It merely distorts and disrupts, as anybody who has spent much time in Africa has seen. The donors need to learn that they do not know better than the Africans how to run Africa; the Africans to learn that the donors will not pull them out of holes they dig for themselves. The same could be said of Russia, Brazil, Malaysia, Korea...

Andrew Buckoke, Raised Ground, 101 King Henry's Road, London NW3 3QX, UK

Performance gets small companies noticed

From Mr Fred Riddsdale.

Sir, With regard to your article on the lack of interest in small companies ("Survival of the biggest", February 17), many really have no grounds for complaint since they simply do not perform well enough to attract the attention of investors, institutional or otherwise. I am a non-executive director of a small private company, whose founder, at the age of 18, had two or three jobs simultaneously; by the age of 20 he was an entrepreneur of the best sense of the word, and

has since built his company into the largest distributor of its type by the sheer love of hard work and involvement in business.

Many of today's small companies make "me-too" products, lack creativity and are just not equipped to operate in today's global economy. Their earnings and dividends are erratic, their borrowings (and thus their dependency on the banks) too high, and their growth rarely organic, fuelled predominantly by small acquisitions. A close examination of their performance ratios

quickly reveals that to put money into them would be more of a gamble than an investment.

If you are a small company with a new product that the market needs or wants, consumers will beat a path to your door. You will rapidly cease to be a small company - and you probably won't remain medium-sized for long either.

Fred Riddsdale, 10 Grand Avenue, Peppard Common, Henley-on-Thames, Oxon RG9 5JP, UK

Bank reforms - or bail-out?

From Prof Leon Hollerman.

Sir, Your article "Japan bond issue will fund banking reform" (February 16) does not describe any contemplated reforms. Are you sure the \$6bn raised will not be used merely for a bail-out of the status quo rather than for reform?

Leon Hollerman, professor of economics, Peter F. Drucker Graduate School of Management, Claremont Graduate University, Claremont, CA 91711, US

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PERSONAL VIEW STEPHEN ROACH

Don't write off China

The western notion that China is to be the next, and biggest victim of Asian contagion is wrong, and takes no account of the country's more pragmatic approach

In the eyes of the western press, China can do nothing right. Whether it is economic growth, financial system perils, currency risks or social tension, the view is widespread that China is about to join the dominoes that have already fallen in the Asian crisis. My advice is very simple - do not believe what you read.

A year ago, like most, I felt it would only be a matter of time before China succumbed to the Asian crisis by devaluing and lapsing into recession. However, it quickly became apparent that China is very different from the rest of Asia. And subsequent events have borne that view out.

For starters, its economy is re-accelerating, after a disappointing performance in the first half of 1998. While exports continue to sag in the face of the Asian crisis, domestic demand is on the mend. Retail sales and foreign direct investment are both picking up again, while housing reform is continuing apace. Of course, the sceptics always insist that China's data are rigged. But if they were, the presumed growth deficiencies would long ago have triggered an outbreak of rising unemployment and social tension, neither of which has happened.

I have, however, detected an important shift in the internal debate over China's growth. For most of 1998, the official 8 per cent gross domestic product growth target was something of an icon. It was viewed as a symbol of China's capacity to stay the course. But a new realism has crept into China's own assessment of its growth target. In the midst of a grave financial crisis in Asia and the global economy, China has come to recognise that it, too, is no longer an oasis of prosperity.

In framing their growth objectives for 1999, the Chinese are now speaking openly of a forecast (around 7 per cent) rather than a target. This is an important example of China's new pragmatism.

It is equally important that we in the west update our perceptions of the new sources of growth emerging

in China. All too often, the image of the Chinese economy is painted largely by the travails of a creaky and inefficient network of state-owned enterprises (SOEs). Yet there is a very different and too rarely appreciated source of Chinese economic growth - township and village enterprises (TVEs).

TVEs are the modern-day equivalent of the old Chinese collectives, and are among the most flexible, productive and technologically advanced of China's producers. They stand in sharp contrast to the older and more inefficient SOEs.

Interestingly enough, in 1997, TVEs accounted for 38 per cent of China's industrial output, well in excess of the 26 per cent share of SOEs. And this growth impetus seems set to expand. Last October, China's Securities and Regulatory Commission announced major initiatives to encourage the listings of TVEs in domestic equity markets.

It is hard to appreciate China's new pragmatism without going there. Its new leadership is willing to learn and reluctant to preach. China is not standing still

China has also become more pragmatic in balancing the sources of growth. In an effort to compensate for the shortfall in export demand, China has relied increasingly on an aggressive public sector infrastructure stimulus.

Such an investment-led strategy can be very risky. It opens the door to a potential imbalance between supply and demand that could further exacerbate deflationary forces. So it is encouraging to hear China's top policymakers now speak openly of meeting this challenge head on by limiting investment on the supply side and encouraging personal consumption on the demand side.

Recently, government officials told me that they would be ordering state-owned manufacturers to can-

cel capacity expansion programmes set for the next three years.

This is not bluster. China's State Metallurgical Industry Bureau recently issued an edict in effect banning all expansion programmes in the iron and steel industry until 2000. Apparently, it is not just the quality of growth that now matters in China, but it is also the balance.

With respect to its oft-maligned financial sector, China is now doing the heavy lifting that the rest of Asia has assiduously ignored. Central bank reorganisation plans were announced in 1998 and are now moving forward; the current fragmented provincial system is being replaced with a Federal-Reserve-style model with nine regional mega-branches. The first, and most powerful of these branches has opened in Shanghai and the other eight are set to be unveiled shortly.

At the same time, I am appalled at the criticism China has received for the recent closure of GITIC (Guangdong International Trust and Investment Corporation). Keep in mind that all 240 of China's FTICs - of which GITIC is but one piece - account for just 3.5 per cent of the assets of the overall financial system.

Japan has been attacked for its unwillingness to close troubled institutions. Yet when China finally moved against GITIC, people around the world screamed in protest. Talk about hypocrisy! Yes, China has a complex problem in its largely state-owned banking sector. But with most of its non-performing loans continuing to be obligations to state-owned enterprises, these problems should be viewed

as more of a hidden fiscal cost than a classic Asian-style banking crisis. Finally, the fate of the Chinese currency is no longer the burning issue that it was. In contrast to widespread expectations, China did not devalue in 1998. Nor does it seem likely that the currency will be in play in 1999. The view inside China is that the currency factor is vastly overblown. China's export shortfall is obviously worrisome, but it is widely viewed to be more a by-product of a sluggish state of global demand than a pricing disadvantage stemming from an over-valued currency. Nevertheless, China is prepared for renewed pressure on its currency, especially if the yen weakens sharply further in 1999, as many expect. Fortunately, China has strong currency defences - a closed capital account, a large current account surplus, a vast reservoir of currency reserves and limited exposure to external debt. Speculative attacks notwithstanding, the currency - including the Hong Kong peg - should continue to hold.

It is hard to appreciate China's new pragmatism without going there. I continue to be impressed with the candid and inquisitive nature of the country's new leadership. They are willing to learn and reluctant to preach. They speak openly of risks and do so with a frankness that others might learn from. They are moving rapidly in some areas and slowly in others.

But China is not standing still. With the rest of Asia moving rapidly in reverse, China's progress is all the more astounding. In short, China has not been dragged under by the Asian crisis. Nor will it be in the foreseeable future. The unarguable fact is that China has defied conventional wisdom for most of the past year, and it behoves us to understand why. It is time that we in the west give credit where credit is due.

The author is chief economist and director of global economics at Morgan Stanley Dean Witter

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COMMENT & ANALYSIS

FINANCIAL TIMES

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Tuesday February 23 1999

Italy's capitalist renaissance?

Paul Betts and James Blitz ask whether Europe's biggest takeover battle, for Telecom Italia, is business as normal or evidence of a new phase of Italian corporate life



Stability forum

The proposed new financial stability forum, bringing together central bankers, finance ministers, financial regulators and multilateral organisations is a sensible idea. But meetings alone will not make international financial markets a safer place. Rules, surveillance and enforcement are required.

The first task for Andrew Crockett of the Bank for International Settlements, the inaugural chair of the forum, must be to determine what the Group of Seven leading industrial countries actually want from the forum they are creating. This is not yet clear.

The job of the forum should not be that of a global super-regulator. However, the emerging market financial crises of the last few years, as well as the Long-Term Capital Management debacle, demonstrate that national regulators, working individually, can fail to spot problems in the making. Improved information-sharing, surveillance and better links between existing bodies should help.

The forum can go further. Agreed standards, codes of conduct and transparency requirements can improve the efficiency of markets. Consistency of standards among supervisors is required in increasingly integrated financial markets. Where there are gaps, such as over accounting standards, these

should be plugged. But enforcement is also needed. The Basic Committee on Banking and the International Organisation of Securities Commissions have long had codes and standards - which countries said they met. The Asian crisis showed that, without credible policing, signing up to standards means little.

The forum should provide incentives for countries to meet agreed regulatory standards, and sanctions where they do not. A published, credibly compiled list of countries that meet and fall short of its standards is the first step. This could be drawn up in conjunction with the International Monetary Fund's proposed assessment of pre-qualification for IMF programmes.

This raises problems which Mr Crockett must address. The forum will benefit from having politicians among its members, but it must not politicise financial markets.

Moreover, there is a trade-off between enhancing the legitimacy of the forum, which requires quickly inviting emerging markets to join, and ensuring its efficiency, which means keeping the committee small enough to get things done. Finally, the notion that anything can be achieved at twice-yearly meetings beggars belief. More regular meetings, at least of regulators, are required.

Italians have never been called to vote in such an unusual referendum: nothing less than the future of capitalism in Italy.

That, at least, is how Roberto Colaninno, the chief executive of Olivetti, sees his audacious \$58bn weekend bid to take over Telecom Italia, the privatised telecommunications group and the country's largest company in terms of stock market capitalisation.

"This is the equivalent of an election campaign," he said. "Nearly 2m small shareholders will have to vote one way or the other." The choice, as Mr Colaninno sees it, lies between the old way and the new, between a closed system in which coteries of influential business princes do executive deals and a more open one suitable to the world of the euro, with a greater role for outside shareholders and more transparent corporate governance. At any rate, that is the idea. Whether it is justified is a different matter.

Certainly, Italy has never seen anything like it. A hostile bid by a company on the verge of bankruptcy two years ago for a flagship of Italian industry five times its size. A takeover battle which has only just begun and is likely to be one of the largest ever staged in Europe. All this in a country accustomed to cosy behind-the-scenes deals engineered by an elite group of financiers and industrialists and their political sponsors.

For the past four decades, Italy's so-called post-war "economic miracle" was built around a vast and vibrant network of small and medium sized family enterprises strong enough even to offset the dead hand of an inefficient state. This network was flanked by large financial and industrial groups under state control and under-capitalised large private industrial enterprises such as Fiat, the automotive conglomerate; Pirelli, the chemicals company; and Olivetti itself, then a typewriter and computer manufacturer. At the centre of this network of private sector alliances was Mediobanca, the influential and secretive Milan merchant bank which played host in the so-called *salotto buono* (drawing room) of Italian private finance. With large groups controlled by a cascade of holding companies, and with minimum capital outlays for the country's corporate dynasties, it was, as one Italian banker put it, "capitalism without capital".

This system already started coming under pressure in the 1980s. The Tangentopoli or "Bribeville" scandals of the early 1990s broke both the mould and the business. The pressure of change was further accelerated by external events. Qualification for Europe's economic and monetary union meant a transformation in both public and private life. Globalisation was also forcing big Italian financial and industrial groups to adapt. In short, the old ways of doing business in Italy were no longer sufficient to ensure longer-term survival.

Olivetti's highly leveraged Italian-style takeover bid for the old telephone monopoly is undoubtedly the biggest manifestation of how times have changed. The privatisation of Telecom Italia 16 months ago left the company with a nucleus of core shareholders including large financial institutions and the Agnelli family (who control Fiat) with an overall stake of no more than 7 per cent. All the rest was sold to 2m small shareholders who have now to decide what to do with their shares.

On the surface at least, Mr Colaninno and his partners, a group of financiers and industrialists from Italy's rich north-eastern region, appear to be testing Italy's new modern capitalist system. Only a few years ago, a leveraged bid of such a size, led by a combination of US banks as well as the ubiquitous Mediobanca, would have been inconceivable. As one Milan investment banker put it: "It shows that Italian companies can now raise substantial sums, even if the Olivetti operation seems an odd way to raise money. But the possibility is now there and wasn't a few years ago."

The Olivetti bid has also been described as a new approach to business by politicians, led by prime minister Massimo D'Alema. The former Communist has never hidden his dislike of the way in which Italian business has been manipulated by the *salotto buono*. "We had to beg people if they could please acquire a 0.6 per cent stake in Telecom Italia," he said last week, recalling the difficulty the Treasury had two years ago in setting up a stable shareholding base for the company. The Agnellis ultimately acquired such a stake and the government has openly criticised their excessive influence in the company on the basis of such a meagre capital outlay. Mr D'Alema's aides have since left little doubt that the prime minister backed the Olivetti bid as a way of dealing a slap in the face to the old guard.

But despite all these signs of change, it might be more accu-

rate to describe the bid as evidence that the old system is becoming unworkable, rather than proof that the new one is up and running. "This idea that the Olivetti bid opens a new phase in Italian capitalism is a load of nonsense," said a leading Italian industrialist yesterday. "The current political establishment appears to be as ignorant as the old Christian Democrats."

Certainly, the prime minister's intervention has underlined the government's continuing role in the affairs of Italian business and finance in spite of privatisation and its supposed conversion to a more open market. Mr Colaninno held negotiations with ministers before launching Olivetti's bid to ensure their support. His concern went beyond the knowledge that

those who want distribution and sales fully separated. No less striking was his government's action to obstruct Rupert Murdoch's attempts to enter the Italian pay television market by imposing a ceiling on rights for pay TV soccer. Mr Murdoch had wanted to bid for the entire soccer rights for Italy's first and second divisions.

The role of Mediobanca, still led by its 92-year-old honorary chairman Enrico Cuccia, who is often described as "Italy's most powerful banker", has raised many eyebrows. Mediobanca had been responsible for the original flotation of Telecom Italia. Now it has switched sides and is helping finance Olivetti's bid. It has taken along with it some of its traditional allies such as Assicurazioni Generali and Banca Commerciale Italiana. These two institutions, both with seats on Telecom Italia's board, are understood to be considering changing allegiances and backing Olivetti.

Mediobanca has seen its influence wane in recent years. US investment banks have made substantial inroads in Italy at the expense of the secretive Milan institution. It has faced a string of embarrassing flops including the failed attempt to merge the Marzotto textiles and clothing company with the HDP holding company (which controls a majority of assets from the Rizzoli publishing group to the Valentino fashion house). Some of its brightest stars have defected to other banks such as Lazards. Even Fiat, once Mediobanca's ally, has moved away, as it refocuses itself on its core activity in the face of the consolidation in the world car industry.

That is characteristic of the older, traditional Italian private groups. They have been quietly adapting themselves to the new realities: refocusing on core activ-

ities and seeking international partnerships, mergers and acquisitions to remain competitive.

The once highly fragmented Italian banking and insurance sectors have also been consolidating, creating new combinations challenging the old Mediobanca dominance. And Mediobanca has in the process been desperately seeking to safeguard its own future by promoting a merger of Banca Commerciale Italiana and Banca di Roma, both large shareholders of Mediobanca. But Banca Commerciale has been reluctant to tie the knot. So Milan investment bankers suggest Mediobanca has moved to help Olivetti in an effort to curry favour with the government and gain support in Rome for its long-sought banking merger.

Scratching under the surface, there is a strong temptation to dismiss the events of the past few days as a variation of an old Italian theme. "To suggest we are now in the throes of a renaissance in Italian capitalist attitudes is far-fetched to say the least," said a veteran Milan investment banker. "But to say nothing has really changed would also be misleading."

The Olivetti bid is testing Italy's new takeover rules and is likely to herald a string of other deals. Italian companies are for the first time seriously looking beyond their borders to expand now that they no longer feel protected in their own country. Companies are being forced to address shareholder value rather than pursue their old power games. But it remains a painful and confused process.

"Our industrial and financial companies, big and small, know they have to change their ways," said another banker. "Things are happening, but it's two step forwards, one step back - rather like crabs."

To suggest we are in the throes of a renaissance is far-fetched. But to say nothing has really changed is misleading.

The government continued to retain a golden share and therefore could retain influence. He knew that a successful bid would require a significant restructuring of Telecom Italia that risked confrontations with Italy's powerful trade unions.

Mr D'Alema, whatever his feelings about the *salotto buono*, is far from being a free marketeer. His government announced last week electricity liberalisation plans, for example, that smack of compromise, doing little to sat-

CAP's last gasp

For once, the thousands of angry farmers demonstrating on the streets of Brussels are unlikely to be able to stop the inevitable process of reforming the European Union's indefensible common agricultural policy. They are understandably anxious to preserve their livelihoods, which are threatened by a widespread crisis in the industry. But they must realise that the traditional tools of the CAP - price subsidies and import protection, causing repeated bouts of over-production - have got to go.

The danger is that in the haggling to curb the wilder excesses of the old system, Europe's farm ministers will produce half-hearted reforms, which fail to establish the basis for a stable and competitive farm sector in the EU. That has been their want in the past. This week they have the chance to be more radical, and they must seize it.

There are three parts to the package on the table. One is to agree substantial price cuts for key products - 30 per cent in the case of beef. That is an essential precondition for everything else.

The second is to institute a system of regular annual cuts in direct subsidy payments, to be known in the Brussels jargon as "degressivity". Those subsidy payments will first be raised, to "compensate" the farmers for the price cuts, but thereafter they will be steadily reduced. That is

essential if the cost of the CAP is to be controlled, and farmers are to become competitive. It is by no means perfect, but it is a big change, and it should be politically feasible.

The third element in the package is known as "co-financing". It means that part of the subsidies would be paid by national exchequers, and not by Brussels, although everyone would have to abide by the same rules. That means big net contributors to Brussels, like Germany, the Netherlands and the UK, would pay less, and big net beneficiaries from farm spending, like France, would pay more.

France says you can have degressivity as an alternative to co-financing, but not both. That is wrong. Co-financing will not only reduce the unfair distribution of EU spending, it should also ensure that farm ministers are directly responsible for the consequences of their own spending decisions. It is an essential part of curbing its excesses.

It is probably too much to expect that the farm ministers will agree the whole package this week. But if they want to decide the future of the CAP themselves, they must go a long way. Otherwise the task of finishing it will be left to the EU finance ministers, who are likely to be much less sympathetic to the protesting farmers, however many stones they throw.

OBSERVER

Iron lady melts away

The Both family of Santander in northern Spain has always avoided personal publicity. And Ana Patricia Botin used to be no exception. It's hard, though, when you're one of your country's most successful female executives - and seemingly linked to just about everyone of any standing in Spain.

Not only is Botin in line to inherit a fortune, but her father is chairman of Spain's largest bank, her mother Paloma O'Shea is patroness of a prestigious international piano competition and her sister is married to top golfer Severiano Ballesteros.

"AP", as she is known in Banco Santander, is a one-time junior golf champion, Harvard alumna and a former fast-track executive at JP Morgan. But now she finds herself on the cover of a Sunday colour magazine. The portrait of "The Iron Lady Banker" identified her as the person to take over from her father at the mega-bank now being formed between Banco Santander and Banco Central Hispano.

Trouble is, it might have looked too much like a bid for power. All too clearly, it fingered her as the favourite of her grandfather who ran Banco Santander for 36 years. So insiders reckon the article acted as the detonator for the 38-year-old Botin's sudden

More hot air

resignation yesterday as head of investment banking at the Santander group.

Grandfather knew a thing or two about discretion. In his long life, he apparently gave only five interviews.

Anwar Ibrahim, the sacked deputy prime minister of Malaysia, got the day off from his trial on charges of committing sexual misdeeds and related abuses of power yesterday when a curious object floated on to the verandah of the federal courthouse.

Police quickly evacuated the building, suspecting an explosive device. So a bomb disposal team secured the area and fired on the uninvited guest, creating a loud explosion. But the wayward object turned out to be a meteorological device that had been suspended by a balloon and fell to earth when it lost its air pressure. The excitement was too much for the court, which called it a day. Perhaps the weatherman is on Anwar's side.

Sounds familiar

The plan by Storebrand, Norway's largest insurer, to merge its property and casualty businesses with fellow insurer Skandia, stirs some not-so-ancient memories.

Storebrand tried to acquire Skandia in 1991 in an unsuccessful hostile takeover that led to the predator's bankruptcy. Now, Age Korsvold, the man who became chief executive of Storebrand when it rose from the ashes in 1993, is having another attempt at marriage, though on a more modest scale.

But Korsvold is the same man who served as one of the financial advisers in 1989 on Skandia's acquisition of insurers Vesta - a deal which could now prove the undoing of the proposed merger. Norway's

Damp squib

The spectacular fireworks display that usters in the Chinese new year in Hong Kong may be one of life's unforgettable experiences - but nowadays no one seems that keen on paying for it.

The show that's just seen out the Year of the Tiger was impressive enough, as were the strenuous efforts that went into finding organisations to fund it. Last year, Hong Kong companies fought ferociously for the honour of footing the bill but this time a tougher financial climate and strained relationships with Beijing sent many of them running for cover.

So who came to the rescue? Step forward two organisations with strong links to the mother country. The Federation of Hong Kong Guangdong Community Organisations and the Mission Hills Golf Club in Shenzhen finally agreed to split the HK\$8m bill. It's a costly business, keeping sweet a sometimes wayward special administrative region.

Financial Times

100 years ago

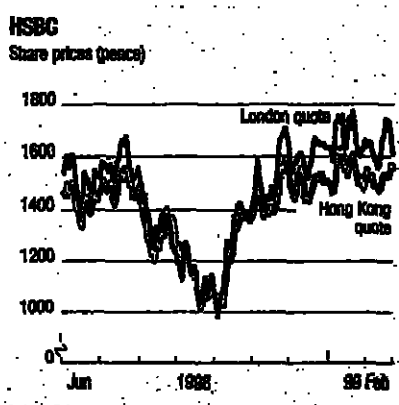
The New President of France is Not Popular From Our Own Correspondent, Paris. The new President of the French Republic is an excellent man in many ways, and quite up to the level of his immediate predecessor. But unfortunately for himself and for the very unsatisfactory condition of public opinion in France, he is not popular with the masses. I am not alluding to the puerile demonstrations got up by the rowdies of the Ligue des Patriotes and by the usual riff-raff of Paris. I refer to the impression of the man in the street and of the respectable classes of the public. In the clubs, the cafes, the suburban trains and everywhere that people congregate the one topic of conversation in the past few days has been the election of President Loubet, and it is noticeable that an impression of unrest and distrust seems to prevail. The French are beginning to clamour for a leader. Unfortunately for the new President, his candidature was from the first pushed forward and taken up by the Dreyfusite party. The President has been cleverly presented by the Dreyfusite and Socialist organs as their own particular candidate.

HE EDITOR
must combine inputs
of a failed policy on aid
Bank reforms - or bail-out?
ies noticed
off China

THE LEX COLUMN

Kowtowing to investors

Buffeted by the economic recession in Asia, HSBC is losing some of its imperial hauteur. Until now, the bank has shunned the language of shareholder value, referring those impatient enough to question its strategy to its impressive growth record.



Clearly, some of this is mood music at a tough time for the bank. HSBC has not actually promised to buy back any shares. Indeed, it stressed yesterday there was no surplus capital to return. And, to be fair, HSBC is actually faring pretty well, given the pressures it is under in Asia.

But John Bond, chairman, has recognised the group will have to sharpen its act to retain investors' loyalty in the face of a prolonged Asian recession. Surplus capital, for instance, could become an issue as asset growth slows, although for now HSBC's capital strength remains an asset.

But John Bond, chairman, has recognised the group will have to sharpen its act to retain investors' loyalty in the face of a prolonged Asian recession.

Olivetti/Telecom Italia

Remember the Chinese boxes that used to infect Italian capitalism? The idea was to control the maximum amount of industry with the minimum amount of capital. This was achieved via a cascade of holding companies, each owning a stake in the company below it in the hierarchy.

He owns 15 per cent of a holding company that owns 40 per cent of Bell, a Luxembourg company that in turn owns 15 per cent of Olivetti. That gives him effective control, despite an economic interest of only 0.9 per cent.

But that is not the end of the story. Olivetti is not bidding for the whole of Telecom - only its ordinary shares. The savings shares, which represent 39 per cent of Telecom's equity but do not vote, will not be taken out. Nor is Olivetti making an offer for the minority of Telecom Italia Mobile, Telecom's mobile communications subsidiary.

That leaves the final piece of this Chinese puzzle: leverage. Under Olivetti's scheme, Telecom would be loaded up with about €2bn of debt. That again serves the goal of enabling Mr Colaninno and his mates to control a gigantic enterprise with a tiny amount of equity.

The snag is that this cascade structure is unlikely to appeal to Telecom's savings investors and TIM's minority shareholders who will be left on the outside. And the fact that many will also be ordinary Telecom shareholders means Olivetti will face pressure to sweeten what is an extremely cheap offer.

com's tax charge. And there is the potential to recoup up to €15bn by selling Telecom's overseas assets and non-core assets at home. An aggressive asset stripper would also liquidate the entire TIM investment. That is worth €26bn at current market prices, though a sale to an industry bidder like British Telecommunications would surely fetch a premium.

Thai restructuring

Thailand's relative willingness to countenance foreign takeovers is beginning to pay off. It was south-east Asia's largest destination for foreign investment last year, mainly as a result of multinationals buying out local joint venture partners. Now more deals are in the pipeline as debt restructuring begins to pick up speed.

Until recently, there were structural obstacles to such change. For one thing, banks were often too weak to bear the write-downs involved. An equally intractable barrier was that Thailand's archaic bankruptcy laws favoured creditors over debtors. This had the effect of encouraging shareholders to fob off banks rather than accept deals that would dilute their interest.

Now there are signs of a more favourable environment for action. Banks have recapitalised sufficiently to bear the write-offs, while a drizzle of restructurings has given the necessary experience of how such deals work. More importantly, the Thai government has started reforming the bankruptcy laws to give greater powers to creditors. If these forces combine to accept restructurings, today's trickle should become tomorrow's flood.

Japan's trade surplus up by 87% as imports fall

By Julie Ross in Tokyo

Japan's global trade surplus rose to ¥760.5bn (\$6.3bn) last month, 87 per cent up from a year earlier, as a result of record low imports. But the bilateral surplus with the US declined slightly.

The big drop in imports, the 13th consecutive monthly decline, was due to Japan's worst post-war recession and sluggish private demand.

The value of imports was also undermined by the 14.7 per cent appreciation of the yen to an average ¥114.1 against the US dollar during the month compared with January 1998.

Exports fell 10.7 per cent to ¥3,450bn on a customs-cleared basis, but imports slid 29.1 per cent to ¥2,689.7bn.

Most analysts were surprised by the size of the increase in the trade surplus. Brian Rose, economist at Warburg Dillon Read, said: "Imports were lower than expected. The drop in imports was mainly because of falling prices, like for oil. However, we think that the decline in prices will abate."

Mr Rose expected a fall in trade volume for the current year, with exports and imports continuing to decline.

The politically sensitive trade surplus with the US fell 2.2 per cent to ¥487.2bn, with exports dropping 15.6 per cent and imports decreasing 20.5 per cent. Exports were dragged down by lower sales of computer parts, office equipment and steel.

While these declines are likely to ease fears of renewed trade frictions with the US, the depreciation of the yen could trigger another increase in exports, warned analysts.

The yen was traded at ¥122 to the dollar on Monday, up ¥8 from January's average. Trade rifts with the US were likely to re-emerge, according to Mr Rose, because Japan was less willing to negotiate on import regulations, such as tariffs.

But Peter Morgan, economist at HSBC, said: "I don't think that there will be a trade conflict with the US considering the strength of the US economy."

The latest figures were also released in the wake of the meeting of finance ministers and central bankers from the Group of Seven leading industrial nations at which the tone towards Japan was much warmer than at previous gatherings.

According to yesterday's figures, released by the Ministry of Finance, Japanese trade with Asia showed the first improvement in 11 months. Japan recorded a surplus of ¥120.8bn compared with the deficit in January last year of ¥36.6bn - the result of a 9.4 per cent drop in exports and a 21.3 per cent decline in imports.

Reports that Japan's Ministry of International Trade and Industry would raise trade insurance premiums for Indonesia, Thailand and Malaysia from April have also dampened prospects for a pick-up in exports to Asia.

Japan's trade surplus with the European Union increased sharply by 81.1 per cent to ¥276.1bn. Exports fell 1.4 per cent - the first decline in 25 months - on the back of lower sales in office automation products. Imports were down 16 per cent.

The latest figures were also released in the wake of the meeting of finance ministers and central bankers from the Group of Seven leading industrial nations at which the tone towards Japan was much warmer than at previous gatherings.

UK signals commitment to Europe's single currency

By Robert Peston in London

Tony Blair, UK prime minister, will today end months of equivocation and signal a clear commitment to taking Britain into Europe's single currency early after the next general election.

In his first significant political statement to the Commons on the euro, Mr Blair will unveil a national changeover plan to pave the way for a Cabinet decision to join monetary union in 2001 or 2002.

But Mr Blair will not give a precise timetable for joining the 11-member euro-zone, which will displace the pro-European lobby and bigger UK companies.

Mr Blair's long-awaited statement marks a belated start to a campaign to persuade a largely sceptical British public to support economic and monetary union in a referendum after the next general election. The prime minister will reiterate that there is no constitutional bar to membership, but that Britain must meet a series of economic tests.

Ministers fear a severe backlash from the Eurosceptic British press, led by Rupert Murdoch's Sun tabloid.

"It's probably the end of our love-in with Rupert," said one. "Tony's views will be crystal-clear, as we at last try to move public opinion our way."

Mr Blair will commit the government to spending millions of pounds on consultancy and related preparations for modernising payment systems at the department of social security, the inland revenue and customs and excise.

The Treasury has been advised it does not need legislation for this kind of expenditure, but Mr Blair will signal he is ready to seek parliamentary approval for more substantial sums needed for upgrading these computerised systems.

The government hopes this will encourage business, notably big retail banks and retail chains, to start making serious plans for euro membership. The changeover plan is a long, technical document drafted by the Treasury in consultation with leading business lobby groups, the Bank of England and the trades union congress. It covers the preparations required of the public and private sectors to facilitate the smooth introduction of the euro.

The plan will say there needs to be about 3½ years between a government decision to join and the abolition of sterling as legal tender. But business would have approximately 30 months to carry out all big investments, because this is the proposed lag between public consent to membership and the introduction of euro notes and coins.

In theory, the euro could become the sole currency in the UK by late 2004 or early 2005, but the plan is vague on the timing of the key economic event, the formal entry of the UK into the euro-zone through the locking of exchange rates.

The City believes markets need about a year to prepare their systems for fixing sterling's exchange rate with the euro.

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Features

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Crossword Puzzle

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Companies & Finance

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Markets

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Table with 2 columns: Special Report item and page number. Includes Nigeria (Separate section).

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German chancellor Gerhard Schröder greets Palestinian leader Yasser Arafat before talks in Bonn on the Middle East peace process

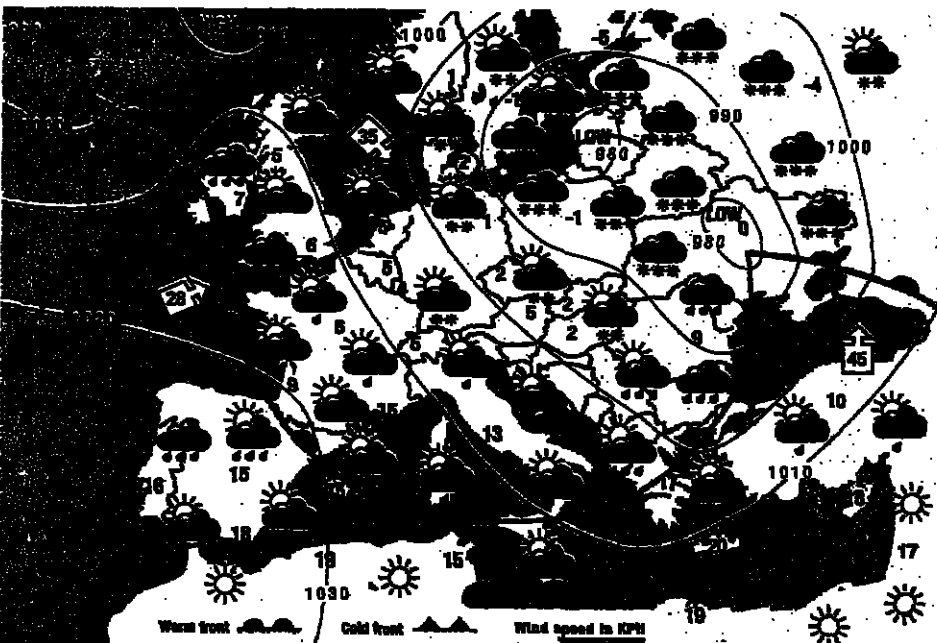
FT WEATHER GUIDE

Europe today

Southern and western Norway should stay dry with some sunshine. The rest of Scandinavia will be colder with sunshine and snow showers. Germany will have snow showers, with slightly heavier falls in the east. The Netherlands, Belgium, Austria and Switzerland will have showers, mostly of rain or sleet. Northern France will have showers, which will develop into longer spells of rain. The Iberian peninsula and Italy will have sunshine and showers, as will Greece, where the showers will be heavy and thundery.

Five-day forecast

Europe will stay unsettled for the rest of the week. As one area of snow moves away from the north, a second spell will move in from the west during Friday. There will be showers in the south, especially over Italy and the Greek mainland.



Situation at midday. Temperatures maximum for day. Forecasts by FT WEATHER CENTRE

TODAY'S TEMPERATURES

Table with 3 columns: Location, Temperature, and Forecast. Lists cities like Madrid, Barcelona, Paris, London, etc. with their current temperatures and weather conditions.

Pirelli logo and text: POWER IS NOTHING WITHOUT CONTROL. PIRELLI

Deutsche Bank advertisement: the euro solution in equity capital markets. The euro has created the second largest economic region and capital market in the world with a consequent demand for high quality euro securities. As a leading provider globally of innovative and integrated financial solutions to corporates and institutions, Deutsche Bank was strategically positioned to make the most of this when looking to raise a significant amount of capital, in a short period of time, to finance the creation of the world's largest bank.

Vertical advertisement on the right edge of the page, partially obscured, featuring a bottle of water and other text.

السوق المالية

ecclesiastical surplus up imports fall

commitment to the currency

evolution in equity capital markets

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FINANCIAL TIMES COMPANIES & MARKETS

THE LITCHFIELD GROUP OF COMPANIES

SWEDISH GROUP ABANDONS ATTEMPT TO CREATE EUROPE'S LARGEST HEAVY TRUCKMAKER AFTER FAILING TO AGREE PRICE

Volvo halts Scania takeover talks

By Tim Hart in Stockholm... Volvo, the Swedish automotive group, has abandoned attempts to create Europe's largest maker of heavy trucks after breaking off takeover negotiations with Scania, its Swedish rival.

The decision last month to sell its car division to Ford of the US for SKr50bn (€5.6bn). Volvo has declared its intention to participate in the consolidation in the commercial vehicle industry, said Leif Johansson, Volvo chief executive.

Investor, which controls 42 per cent of Scania's voting rights and 36 per cent of capital, condemned Volvo's tactics and particularly its continuing presence as a large minority shareholder.

Volvo needs to buy in heavy trucks," said one analyst. Other analysts warned that Volvo could itself become a bid target if it failed to consummate a significant deal.

Volvo is understood to have explored a separate offer for Navistar that would more than double its market presence in the North American market.

GE Capital planning to expand in Japan

By Gillian Tett in Tokyo

GE Capital, the US financial services group, is "aggressively" seeking to expand in Japan with acquisitions in areas such as consumer finance, according to Denis Nayden, group president.

As [Japanese] companies are recapitalised or sold off we will be aggressively looking to expand," he said.

GE Capital has made a series of acquisitions of failed Japanese companies. Last month it bought Japan Leasing, the country's second largest leasing group and affiliate of the Long Term Credit Bank.

Most other foreign financial groups, by contrast, have built their businesses in Japan through organic growth or loose mergers, because they fear direct acquisitions could be too risky or expensive.

Mr Nayden, however, insisted that direct acquisitions can be effective in Japan because the financial turmoil has forced the government to drop its opposition to foreign companies taking full control.

Mr Nayden also insisted GE Capital had protected itself from any hidden liabilities in its deals with Japan Leasing or Toho Mutual.

These have left GE Capital controlling around \$12bn worth of assets in Japan, compared with its global assets of around \$300bn.

INSIDE

Tobacco producers to lobby WHO... Tobacco producers are to meet World Health Organisation officials next week in an effort to convince the UN agency that its campaign against tobacco could destroy the livelihoods of farmers in developing nations.

Doubts over Turkey's bull market... The Turkish stock market's rally of the past two weeks seemed to some observers to carry the hallmarks of news viewed through rose-coloured spectacles as the IMKB National-100 Index fell 2.2 per cent after 10 straight sessions of gains.

International Monetary Fund and the capture of Kurdish leader Abdullah Ocalan have contributed to the bullish sentiment.

Courtaulds saps profits at Akzo... Akzo Nobel, the Dutch chemicals group, said that Courtaulds, the UK paints and fibres company it bought last year, drained parent profits by £15m (€25m, \$28m) in the first six months of ownership.

Tokyo climbs on back of weak yen... The yen's continuing slide against the dollar buoyed the Tokyo stock market. The benchmark Nikkei 225 average rose 168.63 or 1.13 per cent to 14,258.67 as the yen fell to ¥121.7 against the dollar.

CBOT considers contract changes... Directors of the Chicago Board of Trade, the largest futures exchange, are considering changes to its flagship US Treasury bond contracts to make them more appropriate in a low interest rate environment.

Japanese insurers' price war... Tokio Marine and Fire, Japan's largest casualty and property insurer, has found a novel way to beat competitors muscling in on the newly deregulated insurance market.

Australian gold in demand... Surging production in the Australian gold industry coincided with record global gold demand in the fourth quarter of 1998, according to Australian data from the World Gold Council.

LMA to combat 'front-running'... The Loan Market Association, a trade group representing the loan markets in Europe, has issued guidelines designed to remove the practice of 'front-running', which distorts the process of primary syndication.

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Olivetti bid ruled 'not valid' by Italian watchdog

By Edward Luce and Clay Harris in London and Paul Bots in Milan

Olivetti's ambitious \$58bn (€52bn) proposed bid for Telecom Italia suffered a setback last night when Consob, the Italian stock market watchdog, said the bid announced on Saturday was "not valid".

The Consob verdict leaves Telecom Italia free to organise its defences against Olivetti's hostile intentions. Under Italy's new takeover regulations, once a formal takeover bid is launched, the target company is restricted in what defensive action and "poison pills" it can implement, and any defensive measure has to be approved by shareholders.

Olivetti, the Italian telecommunications group, announced on Saturday that it intended to bid for TI, offering €30 a share in cash, bonds and equity. However, the bid was conditional on various government approvals and other outstanding issues. Olivetti claims that its announcement on Saturday constituted a formal offer, but Telecom Italia had contested this.

Olivetti faces a formidable task in raising €36.5bn in debt for its proposed bid, senior bankers said yesterday. The debt, which would account for about two-thirds of the financing of the takeover bid, would include the largest loan taken out by a European company.

A similar move by Vodafone, the UK mobile telephone company, to raise an estimated \$1.6bn to help finance its \$6.6bn bid for AirTouch of the US is understood to be taking longer than expected owing to its unprecedented size.

"Vodafone looks like coming up against some capacity constraint in the international loan market and its deal has a strong transatlantic flavour," a senior European banker said. "The Olivetti bid isn't even European; it's purely Italian."

However, a senior official at one of the banks arranging the financing for Olivetti - competing Lehman Brothers, Donaldson Lufkin & Jenrette, Mediobanca and Chase Manhattan - was confident they could build a large enough syndicate.

"We wouldn't have agreed to arrange this deal if we didn't think it could be done," said the official. Leading bankers also questioned whether Olivetti would achieve an investment grade credit rating from Standard & Poor's and Moody's Investors Service. An investment grade rating would be essential for Olivetti to be able to raise the \$13.7bn it plans to raise in bonds.

Banking said the biggest difficulty would be syndicating the €32.5bn loan among the world's leading banks. The average individual subscription by a bank on a large international loan is about \$200m.

In Milan, Telecom Italia shares surged to close 3.05 per cent higher at €28.65, close to Olivetti's €30 a share offer. Franco Bernabe, Telecom Italia's chief executive, has called a board meeting for Thursday. Olivetti, whose shares yesterday fell nearly 7 per cent to €5, called a board meeting for tomorrow.

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Graham Wallace: 'This is the time to exploit and build on what we have through aggressive team work'

Wallace appointed C&W chief

By Alan Cass in London

Cable and Wireless, the UK-based communications group, yesterday moved to end questions over its future with the appointment of Graham Wallace, head of its cable TV and telephony operations, as chief executive.

There had been intense speculation that all or parts of the C&W group, which has operations in more than 70 countries, could be vulnerable to a predator following the abrupt departure of Richard Brown, the company's former chief executive, last December.

Mr Brown left to become chief executive of EDS, the US computer services company.

Sir Ralph Robins, C&W chairman, took advantage of Mr Wallace's appointment yesterday to state: "The company is not for sale and we have never appointed financial advisers to seek a buyer."

Mr Wallace said he did not intend to make immediate changes in the company's overall direction. He would continue Mr Brown's strategy of developing key investments while divesting interests where the company had neither influence nor control.

He aims to develop the group's experience in data transmission and its newly acquired North American internet interests. "This is the time to exploit and build on what we have through aggressive team work," he said.

Mr Wallace, 50, has been chief executive of Cable and Wireless Communications, the UK cable television and telephony operator, since January 1997.

He was appointed by a committee of non-executive directors led by Sir Ralph. Sir Ralph said there had been a shortlist of 10 candidates. "It became an easy decision," he

said. "Having measured our internal candidates against the best available elsewhere in the world, I am delighted to say Graham was clear leader."

Mr Wallace will find the charismatic Richard Brown, who restored C&W's morale at a critical time and focused the company on growth, a hard act to follow. However, he has the respect of the City which has applauded his skill in bedding down Mercury Communications, the telephone operator, and three cable operators into C&W.

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Securitas agrees \$385m takeover of Pinkerton

By Tim Hart in Stockholm and Andrew Edgell-Johnson in New York

Pinkerton, one of the world's most famous private investigation and security companies, was yesterday captured by Swedish rival Securitas for SKr2bn (€260m, €440m).

The US group - whose motto "we never sleep", shown in its unblinking eye logo, dated back to the pursuit of outlaws such as Jesse James - will become part of Europe's largest security-services company following an agreed takeover.

Securitas, which provides alarm services, cash-in-transit deliveries and guarding operations, said the deal would create the world's leading security company with combined sales of SKr27bn and some 114,000 employees.

"It would be to expand Pinkerton's investigative activities in Europe. The merger, following six weeks of talks, is Securitas' first move into the North American market. In the past two years, it has spent SKr7bn on acquisitions in Europe.

"It is a milestone for the security industry. This step provides a strong second platform to replicate the significant growth we have experienced in Europe," said Thomas Berghund, chief executive.

Securitas said it would retain and develop the Pinkerton brand in the US, where it is the third largest provider of guarding services behind Borg Warner - owner of Wells Fargo - and Wackenhut. The fragmented US security industry, which has about 30,000

rival groups, has recently undergone rapid consolidation.

Guard services accounted for 87 per cent of Pinkerton's \$670m sales last year, but it remains best known for its national detective agency founded in Chicago in 1860. It was also credited with saving President Abraham Lincoln from assassination in the so-called Baltimore Plot.

James McCloskey, chief financial officer, said the deal "brings our customer base a wonderful opportunity to get security on a global basis". Pinkerton, which also provides pre-employment screening, risk assessment and security systems integration, could offer Securitas "an incredible array of global customers".

Pinkerton's fourth-quarter results, released yesterday, showed a slight increase in full-year revenues to just over \$1bn, but restructuring charges knocked it from a \$14.7m profit to a \$483,000 loss.

Securitas will pay \$39 a share for Pinkerton - over 45 per cent more than the average share price in New York in the last month. In early trading yesterday, Pinkerton shares rose more than \$11 to \$29.5. While in Stockholm, Securitas's most commonly traded B shares climbed more than 20 per cent to SKr139.50.

Securitas will acquire a 30.6 per cent stake in Pinkerton, from Thomas Wathen, chairman. The Swedish group says it has won support from shareholders accounting for 46 per cent of Pinkerton.

Securitas is funding the deal with a \$440m loan facility from Deutsche Bank.

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FINANCIAL SERVICES LIFE ASSURANCE GROUP TAKES FIRST STEP INTO PRIVATE BANKING WITH SF2.4bn PURCHASE

Swiss Life to acquire Gotthard Bank

By William Hall in Zurich and Gillian Tett in Tokyo

Swiss Life, Switzerland's biggest insurer, yesterday moved into private banking with an agreement to pay SF2.4bn (\$1.6bn) for Gotthard Bank, Switzerland's biggest foreign bank.

Swiss Life has bought a 53.5 per cent stake from Japan's Sumitomo Bank, for about SF1,500 a share, and intends to make an offer of SF1,404 a share for the publicly quoted minority.

The acquisition comes less than a year after Generali, the Italian insurer, paid SF1.92bn for Banca della Svizzera Italiana, Gotthard Bank's main competitor in the Italian-speaking part of Switzerland.

Both moves underline the increasing blurring of the lines between private banking and insurance. Last week UBS, Europe's biggest bank and Swiss Life's main shareholder, said it would sell its 25 per cent stake because of the growing com-

petition between the two groups in the area of European asset gathering.

Swiss Life, which has made several abortive bids for foreign insurers, is keen to diversify into faster growing businesses to offset its heavy dependence on Switzerland's mature life insurance market. It is paying 22 times 1998 earnings, and about 2.8 times book value for Gotthard Bank, which has assets under management of SF31bn and more than 1,000 staff.

Although some analysts have questioned the wisdom of buying a private bank based in Lugano, rather than Zurich or Geneva, Dominique Morax, Swiss Life's chief financial officer, said northern Italy was one of the fastest growing markets for private banking.

He described Gotthard Bank as a "pearl" and noted that "if you buy a pearl that is cheap, you are not getting what you should get". It would have a very small dilutive effect on Swiss

Life's 1999 earnings and would increase funds under management to SF140bn.

The sale is the latest sign of the way large Japanese banks are being forced by their financial problems to retreat.

Separately, Asahi, another large bank, yesterday also announced it was scaling back its operations in Europe. This withdrawal has emerged partly because the big banks are now scrambling to raise capital by selling assets ahead of the finan-

cial year-end to enable them to write off their bad loans. At the same time, the Japanese government is encouraging a number of banks to review their overseas operations, ahead of a planned injection of public funds into their capital bases in March.

Sumitomo is considered one of the healthiest of the Japanese banks. However, it is attempting to trim its operations in Europe and the US, to develop a more streamlined and focused business, officials say.

Storebrand and Skandia in non-life link

By Malcolm George in Stockholm and Valeria Sisti in Oslo

Consolidation in the European insurance industry took another step forward yesterday when Skandia of Sweden and Storebrand of Norway announced that they planned to merge their non-life operations and said they were looking for further partners in the Nordic region.

The newly formed company will be listed in Stockholm and Oslo in "a couple of years", by which time it is planned that a Finnish and Danish non-life insurer will have joined the venture.

The merger has been prompted by low growth in the non-life insurance sector and a belief by Skandia and Storebrand that to achieve critical mass in the Nordic region a non-life insurance company must have market share of well over 20 per cent.

Based on 1998 figures the merged company, which has yet to be named, will have a total premium income of SKr22.9bn (\$2.6bn), 4m customers and 19 per cent of the Nordic non-life market.

The merged company aims to make annual cost savings of SKr450m over the next three years although neither Skandia nor Storebrand would specify restructuring

costs or the number of jobs that will be lost.

Both companies will have a 50 per cent voting stake in the new company with ownership split 56 per cent to 44 per cent in Skandia's favour. The headquarters will be in Stockholm.

Skandia's and Storebrand's life and savings operations are not included in the deal and the companies will continue to compete in this sector.

Analysts said the most likely candidates to join the new alliance are Pohjola in Finland and Colan in Denmark. Skandia already holds 32.5 per cent of the votes and 28.6 per cent of the capital in Pohjola. The Finnish group yesterday welcomed the merger but added that its priorities were to pursue its own restructuring.

"Finnish and Danish partners are our foremost priority," said Aage Korvold, chairman designate of the new company and Storebrand's chief executive.

Mr Korvold also said he did not rule out forming an alliance with the non-life operations of Swedish insurer Trygg-Hansa, which SEB, the Swedish bank that owns Trygg-Hansa, has said it wants to sell.

Warburg Dillon Reed were lead advisers to Storebrand and D. Carnegie to Skandia.

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Volvo backs off pursuit of Scania

The two truck groups have reached a stand off over price, writes Tim Burt

Sweden's "battleground" entered a new phase yesterday when Volvo staged a tactical retreat in its pursuit of Scania, one of Europe's largest heavy truck manufacturers. A frustrated Volvo admitted it had failed to persuade Investor, Scania's controlling shareholder and the main vehicle of Sweden's Wallenberg empire, to sell its stake after several weeks of argument over Scania's true worth.

"It is very simple," said one person close to the talks. "Volvo was not willing to pay what Investor was asking, and the Wallenbergs would not sell at the level Volvo was prepared to offer."

Volvo - which last month agreed to sell its car division to Ford of the US for SKr50bn (\$6.2bn) - is understood to have offered SKr270-SKr280 a share for Scania, valuing the heavy truck company at SKr54bn-SKr56bn. But Investor claimed the group was really worth SKr360-SKr375 a share, or SKr70bn-SKr76bn.

Given that Scania shares were trading between SKr170-SKr180 before Volvo acquired a 13 per cent stake last month, Investor's price tag looked hopelessly optimistic. The market seemed to agree, yesterday marking Scania shares down by more than 5 per cent to SKr203 - valuing the company at about SKr40bn.

But this has never been a

straightforward case of bid and counter bid, the two sides eventually compromise at an agreed price. The battle for Scania is about much more than that, and it is far from over.

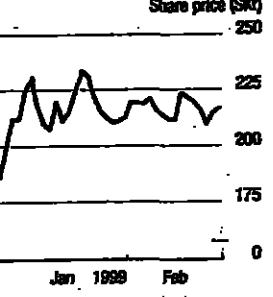
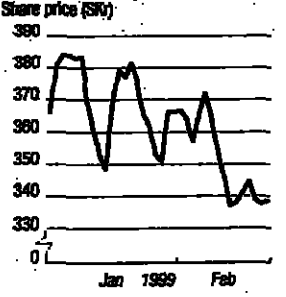
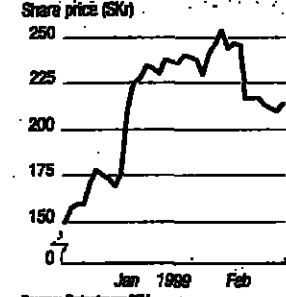
Volvo yesterday appeared to acknowledge, in a carefully-worded statement, that the money war might continue. Leif Johansson, Volvo chief executive, said the company would not sell its stake in Scania and held out the prospect of future technical co-operation between the two companies.

And the prospect of Volvo remaining a sleeping shareholder in Scania - retaining a blocking position against any counter offer - could force Investor back to the negotiating table.

But the Wallenberg company does not appear to be in any hurry. It emphasised yesterday that it was continuing to explore options for Scania "that could be even more interesting" than an outright sale to Volvo.

Volkswagen of Germany, for example, has been touted as a possible partner for Scania. Ferdinand Piëch, VW chairman, has made no secret of his determination to expand in trucks and has previously discussed a joint venture in medium-sized trucks with Leif Ostling, chief executive of Scania.

But that came to nothing, and there is no sign yet that VW - or any other bidder - will meet Investor's price expectations for Scania.



Valuations aside, the battle over Scania raises difficult strategic questions for both Volvo and Investor. The Wallenberg holding company is likely to face criticism from its own shareholders and those of Scania over why it would not sell at SKr270-SKr280 a share.

The investment company could certainly make use of the cash, which would ease a debt burden that doubled last year to about SKr18bn. It would also help Investor to fund increased holdings in Swiss-Swedish engineering group ABB and AstraZeneca, the drugs company created by the merger of Sweden's Astra and Zeneca of the UK.

For Volvo, failure to secure Scania could be even more pressing. Following Ford's bid for the car division, Volvo is under intense

pressure to recycle a cash pile estimated at SKr60bn-SKr70bn.

A share redemption would not be a worthy use for those resources, particularly in a country where such tactics are not tax efficient.

Of the alternative bid targets in the truck industry, Volvo has already made overtures to Navistar, the US truck and bus manufacturer, which could lead to a takeover. But such an acquisition would still not represent the sort of transforming deal that Mr Johansson is looking for in commercial vehicles.

In the absence of a significant deal, Volvo stripped of its car division and laden with cash would become a very tempting target itself. Fiat of Italy has already registered its interest, leading to a "concrete" offer last month of \$13bn-\$14bn for the

whole group. The Italian company was yesterday said to be "monitoring the situation" very carefully, although its original offer was not treated seriously by Volvo. Both Investor and Volvo, therefore, could be forced back into each other's arms by outside pressures.

At Investor, that pressure could come from disgruntled shareholders and balance sheet weakness. Volvo, meanwhile, might be willing to pay over the odds for Scania to safeguard its own independence. In that scenario, any fresh negotiations will come back to price.

"If both sides agree that an independent future for Scania is not really an option then the dance will begin again," said one person involved in the discussions. "For the moment, Volvo has just decided to catch its breath."

TELECOMMUNICATIONS OLIVETTI EYES UP TELECOM ITALIA

Bonanza for advisers

By Clay Harris in London and Paul Betts in Milan

A speculative call in early November opened the door to Olivetti's L102,000bn (\$58.4bn) proposed takeover bid for Telecom Italia.

Donaldson, Lufkin & Jenrette, the US investment bank, asked Silvio Scaglia, chief executive of Omnitel, Olivetti's cellular telephone offshoot, if he thought Telecom Italia might be susceptible to a bid by a US telecoms group such as the soon-to-merge SBC Communications/Ameritech.

Only a day later, Mr Scaglia was back with an unexpected answer: Olivetti itself might want to make such a bid. Little time was lost before Roberto Colaninno, Olivetti's chief executive, went to New York to discuss the project with senior executives at DLJ.

Before the end of November, agreement was reached to pursue the plan, with a significant role to be played by Lehman Brothers, Olivetti's long-standing advisers in the Italian market.

For both banks, second-tier players in the global mergers and acquisitions market, the deal is a blow to the dominance of the US trio of Merrill Lynch, Morgan Stanley and Goldman Sachs, although two of them also have a role to play.

As well as DLJ and Leh-

BT, C&W rule out 'white knight' role

British Telecommunications and Cable and Wireless, the two largest UK-based telecoms operators, indicated they had no interest in acting as "white knights" for Telecom Italia, writes Alan Cane. BT already has a joint venture in Italy, Albacom, in conjunction with Banca Nazionale del Lavoro, Eni and Mediaset. C&W planned a strategic alliance with Telecom Italia last year, but the deal collapsed after the resignation of IT's former head.

man, the bidder's team includes Chase Manhattan, a long-standing banker to Olivetti, and Mediobanca, chosen for its Italian merger and acquisition expertise and connections to the Telecom Italia board. Mediobanca will also handle the Italian bank debt and rights offering. The four banks have put aside normal rivalries to share equally the advisory and financing mandates.

The battle promises to be a bonanza for advisers on the other side as well. Telecom Italia is advised by Credit Suisse First Boston and Istituto Mobiliare Italiano, both of which are shareholders, as well as J.P. Morgan and Lazard Brothers.

Franco Bernabè, Telecom Italia's chief executive, has yet to disclose his defence strategy. He is waiting for the verdict of Consob, the Italian stock market watchdog, on the bid's validity.

Telecom Italia argues that Olivetti's offer does not con-

stitute a formal bid, which would prevent it from taking defensive steps and introducing poison pills under Italy's new takeover rules. Olivetti says its announcement of an intention to bid does constitute an offer. Consob has 15 days to review the issue but is expected to take a decision in the next 24 hours.

Consob is also investigating possible insider trading in Telecom Italia shares and the possible requirement according to Italy's new takeover rules for Olivetti to bid also for TIM, the mobile phone company 60 per cent owned by Telecom Italia. This would dramatically increase the costs of Olivetti's bid.

Morgan Stanley Dean Witter is advising the Italian government, a shareholder in Telecom Italia. Mannesmann, the German diversified telecoms group which would buy Olivetti's stakes in Omnitel and Infostreda, is advised by Merrill Lynch and Deutsche Bank.

Courtaulds saps full-year result at Akzo Nobel

By Gordon Cramb in Arnhem

Akzo Nobel, the Dutch chemicals group, said yesterday that Courtaulds, the UK paints and fibres company it bought last year, drained parent profits by F155m (£25m, \$28m) in the first six months of ownership.

Making its F16.3bn agreed bid last spring, Akzo said it expected Courtaulds to contribute to profits within the first full year of ownership. Cees van Lede, Akzo's chairman, said this had not yet been attained. Largely because of an "unexpected decline in the fibres markets".

That held Akzo's full-year increase in net earnings from operations at just 1 per cent, at F1.63bn. For the fourth quarter, profits slipped 14 per cent to F307m.

The Dutch group made no forecast, saying market uncertainties were too great. In the current six months, however, it would be "very difficult to match" the first half of last year, when profits reached F1.83bn.

Akzo consolidated Courtaulds from last July, and said in October it had made a "slightly negative" contribution during its maiden

three months. The subsequent downturn mainly affected textile fibres, in which the British group was more active than its new parent.

Akzo blamed price competition in textiles from Asian producers. Industrial fibre segments did better. The two fibres divisions were merged from last month into Acoridis, which Akzo is to spin off to shareholders later this year. Fibres accounted for F1.429bn of Akzo's F17.51bn sales last year.

The F155m Courtaulds loss included charges for financing the acquisition. Interest cover came down to six times earnings from nine times, which Mr van Lede said had been "perhaps a bit too healthy". After a spike in debt to F10.6bn from F1.3bn, he added that the group should shortly be able to bring down its gearing.

A dividend of F1.216 per share is being paid from earnings per share of F5.71, against F1.65 last time.

Capital expenditure rose by 49 per cent at costings and 62 per cent at pharmaceuticals. Research and development outlays are being maintained for 1999 at F1.4bn, of which the drugs side gets half.

Skoda chief removed as creditors lose patience

By Robert Anderson in Prague

Lubomir Soudek, the Czech Republic's most prominent industrialist, was yesterday removed as chairman and chief executive of Skoda Plzen, the country's biggest engineering company, after its creditors lost patience with the slow progress of its restructuring.

The recall of Mr Soudek is likely to lead to an acceleration of disposals from among the over-stretched conglomerate's nearly 40 subsidiaries. It could also pave the way for the entry of foreign strategic partners into some of its seven divisions.

The dismissal follows the removal of last month of another top industrialist who built an empire on debt - Vaclav Junek, president of the chemical conglomerate Chemapol - and demonstrates industry's problems in the current recession and the assertiveness of the country's troubled banks as

they prepare for privatisation.

Mr Soudek has been replaced as chief executive by Jiri Elavicka, a former manager at the Czech operations of ABB, the Swedish-Swiss engineering company, who was made Skoda Plzen's deputy chief executive in December.

Mr Soudek led Skoda Plzen with an iron hand since 1992 when he was appointed to rescue the company by its main creditors

and shareholders - Komerční Banka and Investiční Postovní Banka (IPB) - who also helped him acquire a stake of around 25 per cent.

Mr Soudek increased turnover through an export drive but was slow to reduce costs or focus on core activities.

He embarked on a debt-leveraged acquisition programme that left it exposed when interest rates soared in 1997 and the economy slid

towards recession. In 1997 Skoda Plzen made a Kc3.5bn (\$111m) loss on stagnant sales of Kc23.4bn, while its shares over the last year have fallen from Kc482 to less than Kc140.

This third successive loss pushed the banks to take over the supervisory board last August and demand disposals to repay the group's interest-bearing debts, estimated at Kc10bn.

Several plants were sold but Mr Soudek is believed to

have resisted further disposals, leading the supervisory board to dismiss him.

"Mr Soudek had long enough to convince the owners that he is doing a good job," Komerční said.

Analysts believe the banks will now push through further disposals but it remains unclear what shape the remaining group will have.

"The question now is what is to be defined as Skoda's core business," said Ondrej Dajka of Patria Finance.

NEWS DIGEST

SPANISH BANKING

Investment banking chief Botin quits merged BSCH

The first serious clash in the planned \$35bn merger between Spain's Banco Santander and Banco Central Hispano came yesterday with the surprise resignation of Ana Patricia Botin after being named to head the joint unit's investment banking side. Ms Botin, who quit all her executive functions as head of wholesale banking at Banco Santander, is the 38-year-old eldest daughter of Emilio Botin, Santander chairman. She played a big part in the bank's forceful investment drive in Latin America.

The bank would not comment on the reasons for her resignation, apart from saying she would take on "new professional initiatives". She remained on the board, it added. The resignation followed a Sunday newspaper magazine profile identifying her as "the most powerful woman in Spain" and tipping her to succeed her father at the merged BSCH group. It is believed Ms Botin tried to have publication delayed to avoid upsetting the delicate balance of power in the new group. Under the merger terms, due for approval by shareholders next month, the 64-year-old Mr Botin becomes joint chairman alongside his BSCH counterpart, José Mari Arsuategui, and then sole chairman from 2002. The merger, announced last month, was negotiated in secret by the two chairmen and their executive vice-chairman, Ms Botin, like other top executives in both banks, was informed of the plan only hours before it was made public. Her move could spell the end of dynastic leadership at Santander, where her grandfather and great-grandfather were also chairman. The Botin family officially controls about 5 per cent of Banco Santander. This will be diluted to about 3 per cent in the new BSCH. David White, Madrid Observer, Page 15

FRENCH BANKING

SocGen profits rise 15%

Société Générale, the French bank, said yesterday it would take a €398m (\$441.6m) after-tax restructuring charge if its €15bn agreed bid for Paribas succeeds. The results of the share exchange will be known on March 18. If more than 50 per cent of existing Paribas shares are submitted to the offer, Paribas will take an identical charge. The banks estimate the total charge at €1bn before taxes.

SocGen reported a 15 per cent rise in 1998 net profits to €1.07bn. Daniel Bouton, chairman, said this result was "achieved in spite of the very high cost of the international crises". The bank made a €50m provision for its exposure to Asian emerging markets, with another €232m to cover its "entire Russian risk".

Losses related to emerging markets activities were more than offset by the strong performance of the domestic branch network, which contributed €738m to net profits, up from €590m in 1997. Loans grew 6.3 per cent and deposits by 7.9 per cent. Profits from overseas retail banking rose 23 per cent to €92m, while commercial and investment banking showed a net loss of €17m, against a €150m profit, owing to volatile market conditions in bond trading, over-the-counter derivatives and emerging market debt. Some 100 jobs are to be cut in these activities. Samer Iskander, Paris

FOOD PRODUCTS

Raisio hit by Benecol delay

Raisio, the Finnish developer of Benecol, the world's first cholesterol-cutting margarine, has warned that the delayed US launch of the product could adversely affect results. The company, announcing a sharp increase in full-year profits, said its rapid growth came to a halt in 1998. "Postponement of the introduction of Benecol spreads in the US will cause an equivalent delay in Benecol returns," said Tor Bergman, deputy chief executive. Raisio announced pre-tax profits up from Fm118m to Fm232m in 1998, achieved on flat sales of Fm4.95bn, compared with Fm5.1bn last time. Of that profit, the largest proportion was derived from the Benecol division, which saw its contributions jump from Fm2.5m to Fm185.9m.

Raisio's shares have fallen sharply in recent months following the decision by the US Food and Drug Administration to treat Benecol as a food ingredient rather than a dietary supplement. In addition to delaying the US launch, that move was interpreted by some analysts as reducing Benecol's sales potential in North America. Nevertheless, earnings per share rose from Fm0.83 to Fm0.93 last year and the group proposed a modestly increased dividend - up from Fm0.30 to Fm0.35. Tim Burt, Stockholm

COMPANIES & FINANCE: ASIA-PACIFIC

NEWS DIGEST

METALS INDUSTRY

Losses at LG Metals deepen to 782bn won

South Korea's LG Metals yesterday posted a record net loss of Won 782.58bn (\$650m) in 1998, after losing a net Won 147.29bn a year ago.

Slackening local copper demand and foreign exchange losses as a result of the crisis also worsened the group's business environment last year, together with weakening global copper prices, it said.

LG Metals' sales rose to Won 2,290bn in 1998, from Won 2,020bn in 1997, it said. LG Metals was set to be merged with another LG Group subsidiary, LG Industrial Systems, by April 1 to restructure its poor financial condition, it said.

Comalco ahead 7% for year

Comalco, the Australian aluminium producer, said yesterday that rapid diversification of its traditional Asian markets to more robust markets in western Europe and the US helped boost net profit by 7 per cent to A\$236m (US\$150.6m) in the year to December.

JAPANESE BANKING

Sanwa buys stake in broker

Sanwa, one of Japan's largest banks, yesterday announced plans to take a 30 per cent stake in Universal Securities, a medium sized broker.

MANUFACTURING

Komatsu warns of loss

Komatsu, the Japanese machinery manufacturer, yesterday issued a profits warning, lowering its earnings forecast for the year ending March 31 1999.

Toray Industries, a leading manufacturer of synthetic fibres, revised down its pre-tax profit forecasts 23 per cent from Y48bn to Y37bn (\$307m) for the year to end-March.

NEW ZEALAND

Contact Energy sale confirmed

New Zealand's government confirmed yesterday that it was proceeding with the sale of Contact Energy, which on some estimates is valued at about NZ\$2.6bn (US\$1.41bn).

Mr Ryall said the identity of the successful bidder for a 40 per cent "cornerstone" shareholding would be announced after March 15, with the associated float to the public of the remaining 60 per cent stake beginning in April.

Brierley Investments yesterday announced it was selling its 66.6 per cent shareholding in Auckland casino Sky City in a further move to reduce its debt.

RESTRUCTURING DEAL WITH HSBC HOLDINGS HELPS GOVERNMENT TO MEET TERMS OF IMF RESCUE PACKAGE

South Korea sells 70% stake in Seoulbank

By John Burton and Peter Montagnon in Seoul

South Korea took a further step in the restructuring of its troubled banking sector yesterday, when HSBC Holdings signed a memorandum of understanding to acquire a 70 per cent stake in Seoulbank for about \$700m.

Seoulbank, nationalised in late 1997 to prevent its collapse under bad corporate loans, is the second Korean bank to be sold by the state

to foreign investors, as demanded by the International Monetary Fund under a \$58bn rescue package.

In December, a consortium of US short-term financial investors, led by Newbridge Capital, agreed to acquire 51 per cent of Korea First Bank.

HSBC's management of Seoulbank "will be a benchmark for our banks" by improving competitiveness, said Lee Hun-jai, the chairman of Korea's Financial Supervisory Commission,

which is supervising bank restructuring.

HSBC, which is registered in the UK and runs a global banking empire, said it was attracted by the universal bank profile of Seoulbank, which would give it access to a customer base of up to four million people.

Derek Wilson, head of Korea equity sales for ING Barings, said: "This is a strong positive signal for foreign investors because it shows the government is

serious about financial reform."

Talks between HSBC and the government had earlier been stymied by HSBC's demand for a 70 per cent stake in Seoulbank, which Seoul rejected on the grounds it would prevent the government from obtaining a significant portion of profits if the bank were restored to financial health.

Under a compromise agreement, the state will keep a 30 per cent stake in

Seoulbank and receive additional warrants equivalent to 19 per cent of the bank's outstanding shares.

HSBC will be able to acquire 100 per cent of Seoulbank after four years by buying the government's stake, Mr Lee said.

The FSC expects the sale of both Seoulbank and Korea First to be finalised by the end of May once due diligence is completed.

which is expected to be relinquished after a few years.

The government agreed to assume Seoulbank's existing bad loans and acquire any more discovered over the next year. It will also be responsible for non-performing loans to the top five conglomerates over the next two years, according to Mr Lee.

The FSC expects the sale of both Seoulbank and Korea First to be finalised by the end of May once due diligence is completed.

GE Capital creates a stir becoming big in Japan

The US group is taking advantage of economic problems to make a series of acquisitions, writes Gillian Tett

When GE Capital first crept into Japan in 1994, the financial world barely blinked. The US group started by talking the unusual step of buying two tiny Japanese companies but deliberately kept the deals extremely discreet.

Five years later, however, GE Capital is attracting a blitz of attention and controversy. For in the past year the company has done something that was once considered almost unimaginable for a western group - it has made a series of high profile, large acquisitions in Japan.

With Japan's economic problems forcing the government to accept the need for restructuring, GE Capital believes the time is right to step up its merger and acquisitions programme.

"The turmoil in the financial market has created a situation where the Japanese authorities and companies themselves have decided that they need to take different tactics to stabilise their financial system," explains Denis Nayden, GE Capital president.

GE Capital has responded to this shift by developing a two-pronged strategy. First, it has deliberately targeted distressed companies for its purchases, in an effort to procure a low price and win government support.

Second, and most important, it has tried to structure

Growth by acquisition

GE Capital Consumer Finance Capital: \$1.2bn Employees: 700 Business: consumer finance, such as credit cards History: formed in 1994 after GE Capital bought Western International Sales Agency, a small credit consumer finance company

Key Credit Capital: \$1.5bn Employees: 400 Business: unsecured consumer loans History: bought by GE Capital in 1998

GE Capital Car System Corporation Capital: \$1.2bn Employees: 250 Business: car leasing History: formed in 1998 when GE Capital bought 99 per cent of Mitsubishi Car System

GECS revenue by service

1997 total: \$35.57bn

Premium and commission income of insurance affiliates: \$8.22bn

Investment income: \$5.51bn

Financing income: \$2.04bn

Other income: \$1.80bn

Operating loss: net of \$4.52bn

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Obstacle to TPI debt deal removed

By Ted Barakat in Bangkok

Completion of a \$3.2bn debt restructuring deal for Thai Petrochemical Industry (TPI) - south-east Asia's single largest bad debtor - appears imminent with the International Finance Corporation agreeing to drop its opposition to the deal, TPI said yesterday.

A deal between TPI and its 148 creditors would have a substantial impact on the balance sheets of some big Thai banks, particularly Bangkok Bank, whose credits to TPI are non-performing and would be reclassified as performing within three months of a final debt deal.

It would also end a bitter dispute between the company and the IFC, the private sector lending arm of the World Bank, that controls \$500m of TPI's credits, its single largest financial commitment.

TPI stopped paying interest and principal on loans in the summer of 1997, soon after the devaluation of the Thai baht.

More than a year later, the company convinced 75 per cent of its creditors - but not the 75 per cent needed under Thai law - to accept a debt restructuring deal that would see 30 per cent of the company given to creditors in exchange for accrued interest. They also accepted its promise to raise \$600m in new capital and an agreement to turn over 75 per cent of the company to creditors in the event that the company was unable to meet its new obligations.

But the IFC and some other official creditors, notably the US Exim Bank, wanted the deal to include a condition whereby 15 per cent of the creditors could put the company into default.

This would give IFC a near-unilateral right to declare a default and change the company's management. However, TPI said the threshold should be 25 per cent and announced it would start unilaterally paying interest back to those banks that supported the company's proposal.

It said there was some give-and-take on the default threshold issue, with the IFC and US Exim Bank agreeing to support the overall plan, which had been supported by the Thai government.

The new conditions will be re-submitted to all creditors for approval in the coming weeks.

TPI shares rose 10 per cent yesterday on the news.

Seiyu to sell shares to offset Y88bn charge

By Alexandra Nushbaum in Tokyo

Seiyu, the Japanese supermarket operator, yesterday announced it would sell shares in Ryohin Keikaku, the retail company that owns the "Muji" stores, to offset a Y88bn (\$730m) charge to restructure troubled subsidiaries.

Seiyu said it would book the restructuring loss, of which Y27bn would be used to write off bad debts at

its purchases to ensure that it controls the good assets of the failed company - but is shielded from the bad liabilities through a "ring-fencing" system.

In its Toho Mutual deal last year GE Capital did not attempt to purchase the old company, but siphoned Toho Mutual's "new" business into a completely separate unit.

This is tactfully labelled a "joint venture", but it is controlled by GE Capital. And with Japan Leasing, GE Capital has refused to accept any liabilities outside the company's immediate leasing business.

Whether this strategy will allow GE Capital to extract rapid profits from its purchased companies is still unclear. Though the US company believes it should derive value by using its access to cheap capital and a tight management style, it has refused to reveal any business results from its deals.

But the really crucial issue for the rest of the industry is whether the ring-fence structure will work. GE Capital insists that it is watertight from a legal perspective. It also argues that such ring-fencing makes sense for Japan.

"If you look back to what the US government did with its savings and loans crisis, they liquidated the liabilities of the old (banks) and sold the good assets," Mr Nayden says. "This [system] is effective

in attracting new capital - there is no rationale for new investors to assume the existing financial problems."

Such logic has also already triggered some copy-cat deals. Manulife, the Canadian group, for example, is using a similar structure to buy the healthy assets of Daihaku, another Japanese life insurance company.

Nevertheless, some western lawyers question whether this ring-fence would withstand political pressure if a crisis emerged.

There are fears, for example, that the Japanese Life Association might try to force GE Capital to rescue Toho if it collapses.

As one western investment banker says: "The danger is that one of these life companies goes bust, the ring-fence holds, and the Japanese public starts blaming foreigners for little old ladies losing their money."

Thus far, there is no indication that this type of crisis will occur. And GE Capital is actively looking for additional acquisitions in Japan, particularly in the consumer finance business.

But with other western companies now also considering making acquisitions in Japan, the fate of the ring-fence structure could prove critical for confidence among international investors. Either way, GE Capital will not easily be able to evade the limelight again in Japan.

NOTICE OF RESIGNATION

To Holders and any other parties connected to the Bond and Note issues shown below:

The Long-Term Credit Bank of Japan, Limited (London Branch)

NOTICE IS HEREBY GIVEN that with effect from Dec. 31, 1998, The Long-Term Credit Bank of Japan, Ltd. (London Branch) has resigned from its appointed position as London Paying Agent, Conversion Agent and/or Warrant Agent for each of the named issues which follow:

Shibuya Chemical Co., Ltd USD300,000,000 3 per cent Convertible Bonds due 2000

Kenmaru Seiren Co., Ltd USD100,000,000 5 per cent Guaranteed Note 2000 with Warrants

This is an amendment notice to the notice given by us on 5th and 11th November 1998

NOTICE IS HEREBY GIVEN that with effect from Feb. 28, 1999, The Long-Term Credit Bank of Japan, Ltd. (London Branch) has resigned from its appointed position as London Paying Agent, Conversion Agent and/or Warrant Agent for each of the named issues which follow:

GEI Kinokuniya Industry Co., Ltd USD70,000,000 2 1/2 per cent Convertible Bonds due 2000

This is an additional notice to the notice given by us on 5th and 11th November 1998

Issued by: The Long-Term Credit Bank of Japan, Limited (London Branch)

Dated 23rd February 1999

To the Holders of SHEARSON LEHMAN CMO, INC.

Series F, Class F-1 Floating Rate Bonds Due February 20, 2018

Pursuant to the Indenture dated as of February 1, 1985 between Shearson Lehman CMO, Inc. as Issuer and Chase Bank of Texas as Trustee, notice is hereby given that the interest rate applicable to the above Bonds for the interest period February 20, 1999 through May 19, 1999 as determined in accordance with the applicable provisions of the Indenture, is 5.625% per annum. Amount of interest payable is U.S. \$8,219,753,112 per U.S. \$10,000,000 principal amount.

SHEARSON LEHMAN CMO, INC.

Tokio Marine turns the table on insurance rivals

By Naoko Nakamae in Tokyo

defending their share of the market. But Tokio Marine has countered the influx of discounted car insurance products with a comprehensive product focused on meeting a broad range of customer requirements.

Another feature of the product, launched last October, is that it has a personal injury element - the first in Japan.

For the enhanced service and physical injury features, customers pay 20 per cent more than Tokio Marine's average car insurance product. Nevertheless, sales of Tokio Automobile Policy (TAP) exceeded 260,000 in its first three months of business, enabling Tokio Marine to increase its share of the market and winning the company an award for best new product of the year.

"To be honest, we've been taken aback at how well it's done," said the company.

Some industry insiders point out that a majority of sales were made to Tokio Marine customers renewing expired policies. "They're preaching to the converted," one said.

However, Tokio Marine has consolidated its position as market leader, with some 20 per cent of the motor insurance market. Its strategy seems sensible, given the structure of the domestic insurance companies with their wide but cost-heavy network of agencies selling the products.

Other domestic non-life insurers are now following in Tokio Marine's footsteps - Yasuda Fire and Marine, the second largest company, has launched "Car Owner's Insurance", while Mitsui Marine has "Pro Guard".

New entrants from overseas directly marketing their products are also happy with progress. The incomers have included American Home Direct, part of the AIG Group, and Zurich Insurance. Last December, Royal Direct, of the Royal & Sun Alliance Group, was launched in Japan.

These companies are discounting products by as much as 40 per cent compared with average policies. Besides promoting lower prices, they are advertising other strengths such as product innovation.

Lee Mooney, general manager at Royal Direct in Tokyo, said his company would be focusing not only on price but on quality and reliability. "In the Japanese market, the good-risk customers want reassurance, not just discounts," he said.

He praised Tokio Marine's strategy. "They're doing exactly the right thing. The worst thing the domestic insurers could do is compete on discounts, as they don't have the flexibility in the level of expenses to do so. I respect Tokio Marine for choosing to compete on its strength, which is service."

NOTICE OF EARLY REDEMPTION

To the holders of:

The Mitsui Bank, Limited (now known as The Sakura Bank, Limited)

U.S. \$100,000,000

2 1/2% Convertible Bonds due 2001

(the "Bonds")

NOTICE IS HEREBY GIVEN that, pursuant to Condition 5(a) of the Bonds, all outstanding Bonds will be redeemed as their scheduled amount on 25th March, 1999, together with accrued interest to the date of redemption (the "Redemption Date").

The aggregate principal amount of Bonds outstanding as at 27th February, 1999 was U.S. \$100,000,000. Payment will be made by a US dollar check drawn on or by transfer to a US dollar account maintained by the issuer at its office in New York, City upon presentation and surrender of the Bonds at the office of any of the Paying Agents listed below.

The Bonds should be presented for payment together with any unremitted Coupons appearing thereon, failing which the amount of any unremitted Coupon will be deducted from the sum due for payment. Each amount of principal so deducted will be paid against surrender of the respective unremitted Coupon at any time within the period expiring five years after the date on which such Coupon would have become due. Each Bond and Coupon will become void unless presented for payment within a period of ten years and five years, respectively from the Redemption Date.

IMPORTANT - For Information only

Value of the Shares of the Bank into which each

U.S. \$5,000 Bond may be converted is U.S. \$2,051.36

Redemption Price per U.S. \$5,000 Bond U.S. \$5,000.00

Accrued interest to 25th March, 1999 U.S. \$ 63.80

Total Redemption Value U.S. \$5,063.80

Based on the closing price of the Shares of the Bank on the Tokyo Stock Exchange on 17th February, 1999 (being the last practicable date before publication of this notice) of JPY254 per Share and a Conversion Price of JPY66.80 per Share (being the Bond exchange rate of JPY165.80/\$US1) to calculate the number of Shares a Bondholder is entitled to and the prevailing exchange rate of JPY165.80/\$US1 to calculate the U.S. \$ value of the Shares acquired.

The Conversion Rights appearing to the Bonds remain exercisable up to close of business on the Redemption Date.

Principal Paying and Conversion Agent

Sakura Trust International Limited

6 Broadgate London EC2M 2EQ

Payable and Conversion Agents

The Sakura Bank, Limited

Amoy House 287

S. 105D Brattle Street

London EC2M 3JQ

The Sakura Bank, Limited

41 Raffles Quay No. 04-04

Hong Leong Building

Singapore 048801

Chitank, N.A.

University Morgan Guaranty Trust Company of New York

Boyleston Street 26/32

Boston 02116

The Sakura Bank, Limited

Level 24, One Pacific Centre

80 Queenway, Central Hong Kong

Sakura Bank, Limited

41 Raffles Quay No. 04-04

Hong Leong Building

Singapore 048801

UBS A.G.

PO Box CH-8008

Zurich

Trustee

The Law Debenture Trust Corporation P.L.C.

15 Old Broad Street

London EC2M 3JY

COMPANIES & FINANCE: THE AMERICAS

PRIVATE SECTOR COMPANIES FORCED TO REPAY FOREIGN DEBT AS LENDERS BECOME MORE NERVOUS

Banks refuse to renew loans to Brazil

By John Barham in São Paulo

Some of Brazil's biggest private sector banks and companies are having to pay billions of dollars in foreign debt because the international banks that arranged the loans, mostly eurobonds, during Brazil's boom years of the mid-1990s are refusing to renew the loans.

Steelmaker plans to buy back \$530m of euro notes

CSN, one of Brazil's biggest steel companies, has formally announced it will buy back \$530m of its outstanding euro notes at a 30 per cent discount to their face value, writes John Barham.

US\$1.82bn, analysts have said the operation still makes excellent business sense. André Pass, senior analyst at BBA Capital, a São Paulo asset management company, said CSN "is delaying investments because of the crisis. So why borrow if it is not going to invest? No-one wants

largest item in most banks' balance sheets and rating agencies say there is a one-in-three risk of a rescheduling. Mr Araújo also warned of a "snowball effect" on local capital markets as companies replace cheaper dollar loans with expensive short-term local currency loans. Benchmark interest rates are 39 per cent.

recession and Brazilian interest rates are among the highest in the world. Big locally-owned conglomerates suffered badly in other emerging markets crises because they were heavily indebted. Brazilian companies are particularly exposed because half their debts maturing in 1999 are

due by April. But Daniel Araújo, director at Standard & Poor's São Paulo office, said: "I have not detected any specific trouble for companies (due to) the concentration of industries. Brazilian companies have relatively few debts and are often exporters giving them access to sufficient hard currency to service their debt. Furthermore, most of them began hedging their hard currency liabilities last year."

On-line site seeks retail links

By Andrew Edgecliffe-Johnson in New York

Monster.com, the on-line recruitment company owned by TMP Worldwide, the telephone directory advertising group, is seeking alliances allowing it to connect its site with those of other internet retailers.

The site, currently used by more than 5m people a month, could be connected to the career books section of an on-line bookseller such as Amazon.com, or offer advice on casual dress in the workplace by linking with a clothing retailer such as Gap.

James Treacy, chief operating officer of TMP, said Monster.com would investigate such alliances this year. He added that the company could spend up to \$150m on acquisitions without needing new banking agreements, but would probably spend \$20m-\$25m in 1999.

Although 88 per cent of the group's sales come from the more mature Yellow Pages advertising market, TMP's stock has soared in the enthusiasm surrounding internet stocks. At \$494, it is below its peak of \$60 a share, but double its level of a year ago. Some analysts say it will ultimately be a takeover target for larger internet groups such as Yahoo!, America Online or Microsoft.

TMF gives no financial details for Monster.com, but its interactive division reported an operating profit of \$300,000 and revenues of \$31.7m in the first nine months of 1998. Analysts forecast interactive revenues of \$7m-\$7.8m for the full year in 1999.

Monster.com benefited this month from a television advertising campaign during the Super Bowl game. Four times as many job-seekers used the site in the 24 hours after the game as the daily average during the previous two weeks.

Levi struggles to shake off the blues

By Andrew Edgecliffe-Johnson

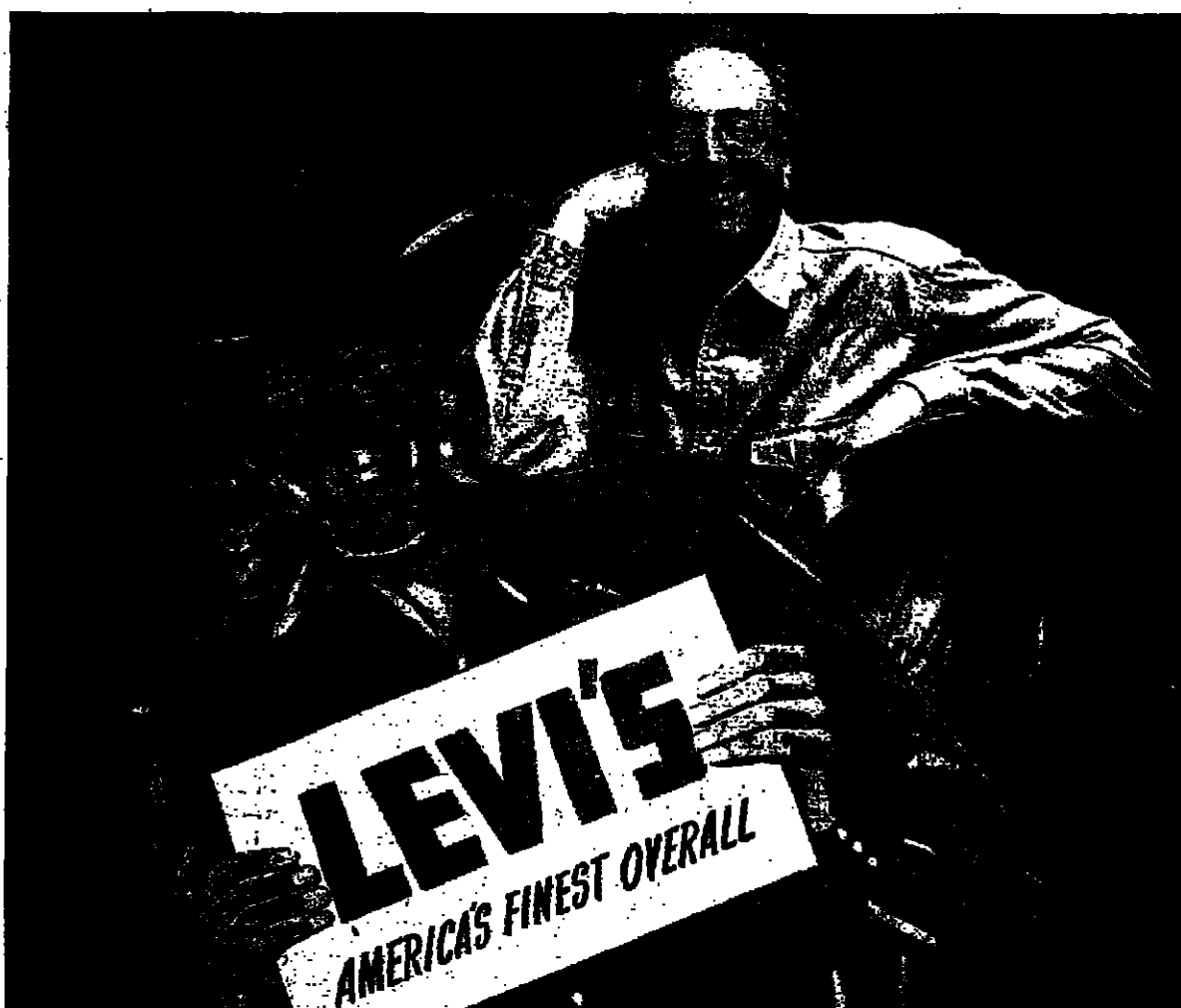
A four-storey billboard two blocks from New York's Times Square proclaims: "Everyone has something to hide." Underneath, in smaller type, are the words: "What's true. Levi's."

Despite its decision to take the knife to excess manufacturing capacity last year, its sales and market share have been dropping, and another painful restructuring is now on the cards. Another of the company's advertising campaigns speaks volumes about its problems. "Tommy wore them," goes the slogan. For consumers have not stopped wearing jeans - they have simply switched their allegiance to higher fashion brands such as Tommy Hilfinger and Calvin Klein.

Last year, the US jeans market grew by 3 per cent. That growth rate is pedestrian against the 6-9 per cent advances of previous years, but does not account for all of Levi's troubles. The company, which never gives details of its profits, saw a 13 per cent drop in sales last year, despite a "solid" performance from its two non-jeans divisions: Dockers khakis and Slaters dress trousers.

Bob Haas, chief executive, admitted yesterday that Levi may have taken its eye off the consumer, after about a decade of strong jeans sales. "We need to refocus our energies on the consumer and the marketplace," he said.

He added that the unfavourable changes in Levi's marketplace had been compounded by its own structural problems. "We are probably the last major US apparel manufacturer to still have a substantial amount of production in-house."



Up against it: Bob Haas, chairman and chief executive of Levi Strauss, which is struggling with falling sales

That, he said, has given a competitive advantage to rivals which moved production to cheaper overseas economies faster. Levi has already made moves in this direction, shifting from 90 per cent in-house to 30 per cent in the past 10 years. After the plant closures announced yesterday, it will make just 30 per cent of its own goods, with the balance outsourced to contract manufacturers. Most of these contractors will be in North and South America, despite the popular perception that Asia has become the obvious source for textile contractors. "Apparel is a little like

fruit and vegetables," Mr Haas said. "You don't want to have yesterday's fashion poking its way across the Pacific in a container when the retailers are screaming for new stock." Eager to head off any accusations of using sweatshop labour, he added: "We were the first company to develop a code of conduct for external sourcing, and we monitor compliance very strenuously." The group is also taking elaborate and costly steps to ensure "sensitive, respectful and compassionate" treatment of the staff being made redundant. Cutting costs and ensuring more flexible production is

only part of the challenge facing Levi. A more demanding customer base, with faster-changing tastes, will require changes in the product offering and a step-up in marketing activity. Levi has broadened its range in the past 10 years. Now, Mr Haas said, it will put more emphasis on developing sub-brands such as its L2 and Silver Tab ranges. It will also spend more on micro-marketing, using film and event sponsorship to "do whatever it takes to surround a target consumer". The Haas family does not, however, see the latest setback as a reason to raise

capital by taking the company public again. Mr Haas, who took part in the two-stage leveraged buy-outs of 1985 and 1986 explained: "At a time like this, where a company is being challenged in the marketplace and we have to undergo some substantial restructuring, that is best accomplished as a private company." Despite the billboard, he says this is not because the family has anything to hide: "We can focus on the long term to an extent a public company cannot; we can accomplish the necessary corrections such as we are going through; and we can adhere to our values."

DIESEL ENGINES US COMPANY TO DISTRIBUTE PERKINS UNITS

Caterpillar in plan for global sales boost

By Peter Marsh

Caterpillar, the world's biggest maker of construction machines, is planning a big boost in its worldwide sales of diesel engines, based partly on developments at its UK-based Perkins subsidiary, purchased just over a year ago for \$1.3bn.

The US company is planning to sell engines devised by Perkins worth up to \$400m a year through its main worldwide distribution channels, and is considering a venture in a new family of diesels for light trucks using a combination of ideas from Perkins and its US-based engine development staff. Caterpillar, with sales of \$21bn last year, is best known for its earth-moving equipment but is also one of the world's leading suppliers of diesels, both for powering its own machines and for selling to outside customers.

Its engines business, it has agreed with Emerson Electric, the US motor and controls supplier, to take over majority control of FG Wilson, the Northern Ireland-based specialist in diesel-powered electricity generating equipment. Wilson, with annual sales of some \$500m, is one of the world's biggest makers of these systems, used in developing countries for primary power supplies, and also, in the industrialised world as a back-up to electricity from national grids. Emerson had previously held 51 per cent of the stake, with the rest owned by Caterpillar.

Richard Thompson, Caterpillar president in charge of its engines division, said he planned to double the company's total engine sales by 2005. A large part of this would come from capitalising on the link with Perkins, which had "significant growth opportunities". Perkins, based in Peterborough, is among the world's biggest makers of small diesel engines - one of its main competitors is Cummins Engine of the US. Perkins employs 4,000 in the UK, out of 4,500 worldwide.

Caterpillar's purchase of the company from LucasVarity, the automotive parts supplier, was seen as an important strategic move. Mr Thompson said he hoped Perkins' annual sales of just above \$1bn could rise to \$2bn over the next few years. This year, Caterpillar is to begin selling under its own name a series of about 12 Perkins-designed engines, using its own distribution agents. Sales of such engines could total \$200m-\$400m a year within five years, Mr Thompson said.

Caterpillar is also feeding some of Perkins' ideas in low-pollution engine technology to its US-based engine development centres, in a move which should help to push up the group's total engine sales in the next decade. Michael Baunton, president of Perkins, who had the same job when it was part of LucasVarity, said Caterpillar was keen to preserve Perkins' identity, while pooling technical resources when appropriate. He said that for most of the time Perkins employees viewed Caterpillar as a customer "just like anyone else".

NEWS DIGEST

UTILITIES

Dominion Resources to buy Consolidated Natural Gas

Dominion Resources is to buy Consolidated Natural Gas for \$8.3bn in stock, to create the fourth biggest US utility, with operations focused in the east. Dominion, based in Richmond, Virginia, will acquire nearly 2m Consolidated customers in Ohio, Pennsylvania, Virginia and West Virginia. The combined company will have about \$8.8bn in annual revenues and serve nearly 4m retail customers in five eastern states, including North Carolina.

ENERGY

Sempra Energy eyes KN

Sempra Energy, formed last year from the union of two big California utilities, yesterday announced plans to buy KN Energy, the natural gas company, for \$1.8bn in cash and stock. The transaction brings together Sempra, with \$10bn in assets and operations, with KN, the nation's second-largest gas pipeline and storage operator and sixth-largest integrated natural gas company. The capitalisation of the combined company will be about \$14.3bn (\$7.1bn in market value of equity and \$7.2bn in debt). Based on 1998 results, the combined company would have revenues of approximately \$9.9bn, combined assets of more than \$20bn and more than 15,000 employees.

AEROSPACE COMPONENTS

United to acquire Sundstrand

United Technologies, a leading US maker of jet engines and aerospace components, has agreed to acquire Sundstrand, the aerospace components supplier, for about \$4.3bn in a deal that creates one of the world's biggest suppliers of value-added airframe components and subsystems. United said yesterday the purchase price would be paid 50 per cent in cash and 50 per cent in stock, adding that the deal valued Sundstrand at \$70 a share, \$11½ above the stock's closing price on the New York Stock Exchange on Friday. United plans to combine Sundstrand with its Hamilton Standard division, maker of the NASA space suit, and rename the division Hamilton Sundstrand. "Our management teams expect to realise cost reduction benefits of 3 per cent to 5 per cent of the Hamilton Sundstrand combined \$3bn cost basis within the next three years," Mr Kurjak said. United had 1998 revenues of \$25.7bn, up 6 per cent from 1997, and net income of \$1.26bn, up 17 per cent. Reuters, Hartford, Connecticut

CABLE TELEVISION

One-off gains lift Comcast

Comcast, the fourth-largest US cable television operator, yesterday reported a fourth-quarter profit of \$414.2m, reversing a year-earlier loss due to several unusual gains. Earnings amounted to \$1.04 a share, compared with a loss of \$88.4m, or 25 cents, in the year-ago period. Revenues rose 13 per cent, to \$1.45bn from \$1.28bn a year earlier. Operating cash flow, a common measure of the financial health of cable companies, increased 15 per cent to \$421.3m from \$366.9m. However, excluding several one-time gains, Comcast said it lost 47 cents a share. The gains were from the restructuring of wireless phone carrier Sprint PCS, which changed the way Comcast accounts for its loss-producing investment in the Sprint-controlled venture, and the sale of Comcast UK Cable Partners to NTL. Reuters, New York

Advertisement for FT World Life Insurance. Includes text: "Free Trial Offer", "Your life depends on it", and a form for requesting a trial subscription. The form asks for name, job title, address, and contact information.

Advertisement for SEGA Enterprises, Ltd. and S-CUBED Limited. Details convertible bonds and secured notes with interest rates and terms. Includes a notice to bondholders.

Advertisement for Samsung Electronics Co., Ltd. Details convertible bonds with interest rates and terms. Includes a notice to bondholders.

Advertisement for EUROFIMA. Details floating rate notes with interest rates and terms. Includes a notice to bondholders.

Vertical text on the left margin, including "n Seoulbank", "n Japan", "Obstacle to TPI debt deal removed", "charge", and "ms the e rivals".

EQUITIES

Bright telecoms lead broad market gains

EUROPEAN OVERVIEW

European markets closed well ahead yesterday as investors delighted in the unfolding tussle by Olivetti for control of Telecom Italia.

whether Olivetti had the capacity to take over its much bigger target, other telecoms companies were being touted as potential white knights for beleaguered Telecom Italia, sparking much of the activity in the sector.

chips and technology stocks rallied. The euro, meanwhile, hit another low against the US dollar, which also rose sharply against the yen after the weekend's Group of Seven summit.

Telecom Italia, widely regarded as one of the most undervalued of the big European telecoms groups, soared 80 cents to €9.86 on the back of the hostile bid.

debt, equity and bonds - there was also talk of a counterbid. Among the possible suitors were said to be British Telecommunications, which fell 30 cents to €15.63.

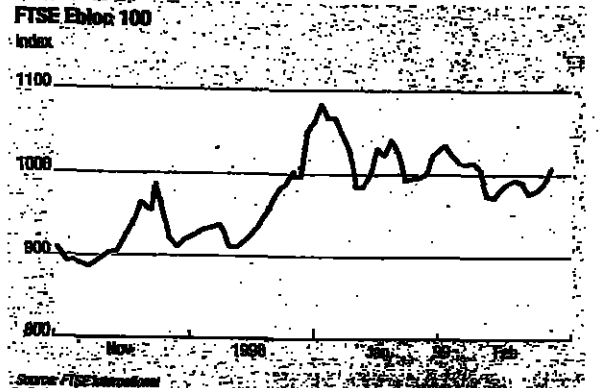


Table of FTSE Actuarial Share Indices for European series, listing various indices and their performance metrics.

Another telecoms group in the news was Mannesmann, which gained 64.10 to €194.70 after it missed day after H3BSC Holdings, down 80 cents at €28.76, reported 1998 results.

CURRENCIES & MONEY

EURO SPOT FORWARD AGAINST THE EURO

Table showing Euro Spot Forward Against the Euro for various currencies and maturities.

Table showing Euro Spot Forward Against the Euro for various currencies and maturities, including a section for Euro-zone bonds.

FTSE EUROTOP 300

Table of FTSE Eurotop 300 index components, listing companies and their market data.

FTSE Actuarial Share Indices

Table of FTSE Actuarial Share Indices for various sectors like Aerospace & Defense, Automobiles, etc.

INTEREST RATE SWAPS

Table of Interest Rate Swaps for various maturities and currencies.

EURO-ZONE BONDS

Table of Euro-zone Bonds for various countries and maturities.

OTHER INDICES

Table of other market indices like DJIA, Nikkei, etc.

EURO STYLIS FTSE EUROTOP 100 INDEX

Table of Euro Stylis FTSE Eurotop 100 Index performance.

FTSE EUROTOP 300

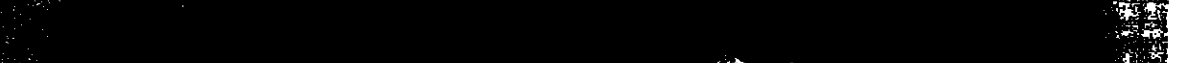
Large table of FTSE Eurotop 300 components, categorized by industry like Aerospace & Defense, Automobiles, etc.

FTSE EUROTOP 300

Large table of FTSE Eurotop 300 components, categorized by industry like Aerospace & Defense, Automobiles, etc.

EURO AGAINST THE DOLLAR

Text describing the relationship between the Euro and the Dollar.



Large advertisement for a product, featuring a person's face and the text 'Exactly how easy-to-use is it?'.

Large vertical advertisement on the left side of the page, featuring the text 'Diageo in \$186m sale of whiskies' and 'JS'.

COMMODITIES & AGRICULTURE

Producers to lobby WHO on tobacco

By Paul Solman

International tobacco producers are to meet World Health Organisation officials next week in an effort to convince the UN agency that its campaign against tobacco could destroy the livelihoods of farmers in developing nations.

The International Tobacco Growers' Association (ITGA) will try to convince Derek Yach, who heads the WHO's Tobacco Free Initiative (TFI), that ending tobacco growing would be disastrous for many emerging economies.

"We believe the WHO does not fully understand the effect the TFI would have on tobacco growers in poor regions," said Antonio Abrunhosa, executive director of the ITGA, whose member countries produce 80 per cent of the world's tobacco.

The campaign against smoking is one of the central policies of Gro Harlem Brundtland, WHO director-general. The agency has pledged to reduce smoking-related diseases by discouraging tobacco consumption, and its plans include a global ban on tobacco advertising and sponsorship.

The WHO also aims to dissuade farmers from producing tobacco and encourage them to move into other crops.

However, Dr Abrunhosa said: "Tobacco farmers can't simply switch to other crops like cocoa or sugar. Tobacco is often grown in areas where other crops will not grow." He said local economies in countries such as Tanzania and Malawi relied on the crop.

"Tobacco provides stability. It is a good cash crop with stable demand and earns farmers much more than other crops," Dr Abrunhosa said.

Table with 2 columns: Country, Dependence on tobacco. Rows include Bangladesh, Brazil, China, Colombia, India, Malawi, Pakistan, Philippines, Tanzania, Thailand, Zimbabwe.

Source: ITGA

In Brazil, the world's largest tobacco exporter, tobacco provides an average income of US\$8,000 for every family that grows it, according to the ITGA. That compares with US\$2,000 for other crops. "A farmer has to grow nine hectares of corn to equal the income from one hectare of tobacco," the association said recently.

"In Zimbabwe, which exports 98 per cent of its tobacco, the crop has a multiplier effect on the local economy. A kilogram of tobacco that cost Z\$7.88 to produce was found to generate Z\$33.24 within the local economy," Dr Abrunhosa said. The ITGA aimed to persuade WHO officials that there was no link between tobacco consumption and production. "Putting producers out of business will not stop people smoking," he said.

The ITGA adds that growers' profits from the crop are modest compared with tax income that governments in developed countries make from tobacco sales. "A kilogram of tobacco leaf sold in a developing country for US\$2 can earn more than US\$291 in excise revenue for developed country governments," the association said.

EU farm ministers close to radical CAP plan

Unless farm ministers deliver a satisfactory agreement their finance ministers may do the job for them, says Michael Smith

After more than 18 months of bluff and bluster, European Union farm ministers are closing in on a deal likely to represent the most profound reform of the Common Agricultural Policy since it was set up in 1962.

Much of the detail will be finalised only in the last hours of the negotiations, but ministers, who began last night what could be final negotiations in Brussels, seem ready to be far more radical than they imagined even a few weeks ago.

In spite of the anger of farmers, shown in Brussels yesterday, the farm ministers have little choice. Finance ministers overseeing the so-called Agenda 2000 reforms - incorporating farms and regional aid spending and budget financing - have made clear they want EU spending to be stabilised at the 1999 level of €40.5bn (\$45bn) by 2006. Unless farm ministers deliver a satisfactory farms agreement their more senior finance ministers may do the job for them.

Responding to the danger, the farm ministers' solution will establish the principle that direct subsidy payments, which will soon represent the bulk of CAP spending, should be reduced over time with regular annual cuts.

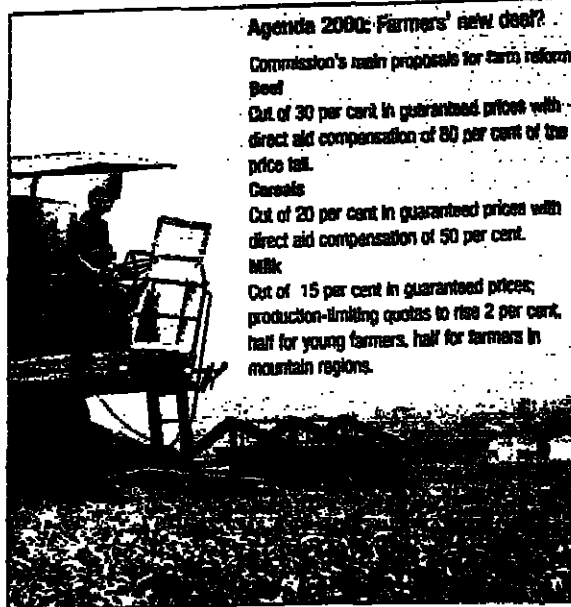
Options include France's proposal for aid cuts of 1 to 3 per cent a year, with exemptions for small farmers, to the UK's 4 per cent annual cuts across the board but for the long term the size of the cuts is less important than the principle. Any deal to cut subsidies would represent the most decisive change yet to the CAP because it would halt, and probably reverse, the trend established over 37 years for budget growth. A second test of the farm ministers' reforming zeal will be how much they cut prices. The European Commission says reductions of up to 30 per cent for beef, cereals and milk are essential to allow the EU to expand to the east and to increase exports. What are its chances of success? Milk is the most difficult sector because member states are so divided about its future. France's argument to retain the status quo has won varying degrees of support from Ireland, Luxembourg and Belgium.

There is more agreement about the need for beef reform. Most member states can agree big price cuts, although some argue the commission's 30 per cent is excessive.

The big battles in beef, however, are over whether direct payment compensation of four-fifths of the fall in prices is enough and whether the compensation should favour extensive or intensive farmers.

Farm ministers also accept the need for large cereal price cuts, although some will resist the commission's 20 per cent, but there is strong hostility to proposals for reducing direct payments for oilseed crops into line with cereals and division over ending the practice of setting aside land to reduce supply.

All these issues could prevent the German presidency fulfilling its hopes of brokering an outline agreement by the end of the week to present to heads of state at their planned summit on March 24 and 25. In addition, Jean Glavany, French farm minister, has said he cannot agree to a deal while there is still a threat of "co-financing", under which governments would be forced to foot some of the CAP bill directly. Other farm ministers seem more in the mood for compromise but even if there is a tentative deal this week, and that is by no means certain, there are no guarantees that prime ministers and finance ministers will consider it adequate. The final shape of a deal will have to wait until governments agree to an all-encompassing Agenda 2000 package on March 26, or even later.



Agenda 2000: Farmers' new deal? Commission's main proposals for farm reform: Beef: Cut of 30 per cent in guaranteed prices with direct aid compensation of 80 per cent of the price fall. Cereals: Cut of 20 per cent in guaranteed prices with direct aid compensation of 50 per cent. Milk: Cut of 15 per cent in guaranteed prices; production-limiting quotas to rise 2 per cent, half for young farmers, half for farmers in mountain regions.

Aluminium and copper pull down nickel

MARKETS REPORT

By Gillian O'Connor and Paul Solman

Nickel started the day bravely on the London Metal Exchange yesterday, and touched a peak for the year in early trading, but aluminium and copper continued last week's decline, and by the end of the day had pulled nickel down too.

Copper touched its lowest since 1987 and aluminium its lowest in five years. Martin Squires of Rudolf Wolff said it was unusual for metal prices to fall when the dollar was weak.

Robin Bhar of Brandeis said: "There is a growing awareness in the market place that LME stocks will exceed the 1m tonne mark by mid-year." He argued it could take a step down in the copper price of as much as \$100 or so to force the production cuts needed. Renewed military action in the Gulf failed to stir London oil prices, which have become range-bound ahead of next month's meeting of the Organisation of Petroleum Exporting Countries. Analysts and traders are searching for signs that the Vienna meeting will bring further agreements on oil production cuts, though many are sceptical that firm action will be agreed. In late trading, the April contract for Brent crude was \$10.54 a barrel, unchanged from Friday's close. The price has been floating between \$10 and \$11 since early January, with only fleeting moves above \$11. On the London International Financial Futures and Options Exchange, coffee and cocoa futures fell. May cocoa closed at \$814 a tonne, \$14 below Friday's close, while May robusta coffee ended down \$16 at \$1,622 a tonne.

Growing appreciation for gold in 1998

By Gwen Robinson in Sydney

Surging production in the Australian gold industry coincided with record global gold demand in the fourth quarter of 1998, according to Australian data from the World Gold Council. "The big story of 1998 was of a growing appreciation for the role of gold as a monetary asset," said George Milling-Stanley, the council's market analysis manager. In the US, fear of the "millennium bomb" and concern over a possible stock market correction drove bullion coin purchases to record levels. In Japan, "big bang" financial reforms triggered renewed interest in gold's value in portfolio diversification, while there were signs of recovery in gold investment demand in some troubled Asian economies. Soaring fourth-quarter demand set a recovery trend after a poor start to the year. Demand in countries monitored by the council - the 27 countries covered account

for 80 per cent of global demand - reached 806.6 tonnes, up six per cent from a year earlier. Another happy coincidence for gold producers worldwide was the advent last week of the Lunar New Year, which could significantly lift gold consumption in Chinese communities, according to Mr Milling-Stanley. Under the 13-animal Chinese zodiac, the Year of the Tiger, which ended last week, was a "traditionally inauspicious year to give gold gifts", he said. Aggregate demand in China, Hong Kong and Taiwan fell 29 per cent in 1998 to 314.6 tonnes. The New Year of the Rabbit may reverse that trend. Australia, meanwhile, produced a near-record 312 tonnes of gold in 1998, said Surbiton Associates, a Melbourne-based industry consultant. Fourth-quarter production of 81.1 tonnes brought the year's tally close to 1997's

record yield of 314.5 tonnes, said Sandra Close, Surbiton managing director. Miners increased yields by treating higher grade ore in the final quarter, while production from new projects outweighed the impact of operations winding down or closing, she said. Weighted average costs were stable in 1998 after falling sharply in 1997, while the higher Australian-dollar spot gold price for most of 1998 helped improve margins for gold miners.

COMMODITIES PRICES

BASE METALS

Table with 2 columns: Metal, Price. Rows include London Metal Exchange, Aluminium, Copper, Lead, Zinc, Tin, Nickel.

Precious Metals continued

Table with 2 columns: Metal, Price. Rows include Gold, Silver, Platinum, Palladium.

GRAINS AND OIL SEEDS

Table with 2 columns: Grain, Price. Rows include Wheat, Corn, Soybeans, Rice, Barley, Oats, Sunflower, Rapeseed.

SOFTS

Table with 2 columns: Soft, Price. Rows include Cocoa, Coffee, Sugar, Cotton.

MEAT AND LIVESTOCK

Table with 2 columns: Meat, Price. Rows include Live Cattle, Lean Hogs, Pork Bellies.

ENERGY

Table with 2 columns: Energy, Price. Rows include Crude Oil, Heating Oil, Natural Gas.

ENERGY

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JOTTER PAD advertisement with a grid and text: The REAL European benchmarks. Rigorous. Easily traded. Appropriate. Liquid. STOX

CROSSWORD

Crossword puzzle grid with clues: Across: 1 Wild West gunfighters had to be brief about the lottery (5,2,3,4). 2 Stress it's inferior to the railway (9). 3 It's about now approximately in Ancient Rome (6). 4 Concerned with childbirth? Don't make marked alterations in old original crib (9). 5 Make contact with top of tree - Owl (5). 6 Stable needs cash to make bet (4,5). 7 Some children always suffer from malfunctions of the kidney (5). 8 Traditional time for cleaning fabrics was hot period (7). 9 Part of poem commemorating first Anzac landing in Gallipoli (6). 10 Half-day adjudged to be soaking wet (9). 11 Make do with hit originally produced by G & S (3,6). 12 Not uniform for guerrilla (especially with one left out right at the end) (9). 13 Initially stop eating fruit (3). 14 The waters to the north of IOW are so fast (6). 15 Hang out round a place in Africa (5). 16 One gets into the act in Italy (5). 17 Clear line pursued by university investigators (5).

LONDON SPOT MARKETS

Table with 2 columns: Market, Price. Rows include Crude Oil, Heating Oil, Natural Gas, Gold, Silver, Copper, Aluminium, Zinc, Tin, Nickel, Lead, Cadmium, Platinum, Palladium, Rubber, Sugar, Cotton, Wheat, Corn, Soybeans, Rice, Barley, Oats, Sunflower, Rapeseed.

Solution to Saturday's prize puzzle on Saturday March 6. Solution to yesterday's prize puzzle on Monday March 8. For solutions to today's crossword call 0891 430060. Calls cost 50p a minute.

Handwritten signature or scribble at the bottom of the page.

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Fund Name	ISIN	NAV	Change	YTD %	12M %	3Y %	5Y %	10Y %	Assets	Manager
Barclays International Funds	0154 01270	1.12	+0.01	1.2	1.5	1.8	2.1	2.4	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01271	1.15	+0.02	1.3	1.6	1.9	2.2	2.5	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01272	1.18	+0.03	1.4	1.7	2.0	2.3	2.6	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01273	1.21	+0.04	1.5	1.8	2.1	2.4	2.7	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01274	1.24	+0.05	1.6	1.9	2.2	2.5	2.8	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01275	1.27	+0.06	1.7	2.0	2.3	2.6	2.9	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01276	1.30	+0.07	1.8	2.1	2.4	2.7	3.0	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01277	1.33	+0.08	1.9	2.2	2.5	2.8	3.1	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01278	1.36	+0.09	2.0	2.3	2.6	2.9	3.2	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01279	1.39	+0.10	2.1	2.4	2.7	3.0	3.3	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01280	1.42	+0.11	2.2	2.5	2.8	3.1	3.4	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01281	1.45	+0.12	2.3	2.6	2.9	3.2	3.5	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01282	1.48	+0.13	2.4	2.7	3.0	3.3	3.6	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01283	1.51	+0.14	2.5	2.8	3.1	3.4	3.7	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01284	1.54	+0.15	2.6	2.9	3.2	3.5	3.8	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01285	1.57	+0.16	2.7	3.0	3.3	3.6	3.9	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01286	1.60	+0.17	2.8	3.1	3.4	3.7	4.0	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01287	1.63	+0.18	2.9	3.2	3.5	3.8	4.1	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01288	1.66	+0.19	3.0	3.3	3.6	3.9	4.2	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01289	1.69	+0.20	3.1	3.4	3.7	4.0	4.3	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01290	1.72	+0.21	3.2	3.5	3.8	4.1	4.4	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01291	1.75	+0.22	3.3	3.6	3.9	4.2	4.5	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01292	1.78	+0.23	3.4	3.7	4.0	4.3	4.6	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01293	1.81	+0.24	3.5	3.8	4.1	4.4	4.7	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01294	1.84	+0.25	3.6	3.9	4.2	4.5	4.8	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01295	1.87	+0.26	3.7	4.0	4.3	4.6	4.9	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01296	1.90	+0.27	3.8	4.1	4.4	4.7	5.0	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01297	1.93	+0.28	3.9	4.2	4.5	4.8	5.1	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01298	1.96	+0.29	4.0	4.3	4.6	4.9	5.2	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01299	1.99	+0.30	4.1	4.4	4.7	5.0	5.3	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01300	2.02	+0.31	4.2	4.5	4.8	5.1	5.4	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01301	2.05	+0.32	4.3	4.6	4.9	5.2	5.5	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01302	2.08	+0.33	4.4	4.7	5.0	5.3	5.6	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01303	2.11	+0.34	4.5	4.8	5.1	5.4	5.7	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01304	2.14	+0.35	4.6	4.9	5.2	5.5	5.8	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01305	2.17	+0.36	4.7	5.0	5.3	5.6	5.9	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01306	2.20	+0.37	4.8	5.1	5.4	5.7	6.0	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01307	2.23	+0.38	4.9	5.2	5.5	5.8	6.1	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01308	2.26	+0.39	5.0	5.3	5.6	5.9	6.2	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01309	2.29	+0.40	5.1	5.4	5.7	6.0	6.3	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01310	2.32	+0.41	5.2	5.5	5.8	6.1	6.4	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01311	2.35	+0.42	5.3	5.6	5.9	6.2	6.5	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01312	2.38	+0.43	5.4	5.7	6.0	6.3	6.6	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01313	2.41	+0.44	5.5	5.8	6.1	6.4	6.7	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01314	2.44	+0.45	5.6	5.9	6.2	6.5	6.8	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01315	2.47	+0.46	5.7	6.0	6.3	6.6	6.9	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01316	2.50	+0.47	5.8	6.1	6.4	6.7	7.0	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01317	2.53	+0.48	5.9	6.2	6.5	6.8	7.1	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01318	2.56	+0.49	6.0	6.3	6.6	6.9	7.2	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01319	2.59	+0.50	6.1	6.4	6.7	7.0	7.3	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01320	2.62	+0.51	6.2	6.5	6.8	7.1	7.4	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01321	2.65	+0.52	6.3	6.6	6.9	7.2	7.5	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01322	2.68	+0.53	6.4	6.7	7.0	7.3	7.6	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01323	2.71	+0.54	6.5	6.8	7.1	7.4	7.7	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01324	2.74	+0.55	6.6	6.9	7.2	7.5	7.8	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01325	2.77	+0.56	6.7	7.0	7.3	7.6	7.9	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01326	2.80	+0.57	6.8	7.1	7.4	7.7	8.0	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01327	2.83	+0.58	6.9	7.2	7.5	7.8	8.1	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01328	2.86	+0.59	7.0	7.3	7.6	7.9	8.2	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01329	2.89	+0.60	7.1	7.4	7.7	8.0	8.3	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01330	2.92	+0.61	7.2	7.5	7.8	8.1	8.4	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01331	2.95	+0.62	7.3	7.6	7.9	8.2	8.5	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01332	2.98	+0.63	7.4	7.7	8.0	8.3	8.6	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01333	3.01	+0.64	7.5	7.8	8.1	8.4	8.7	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01334	3.04	+0.65	7.6	7.9	8.2	8.5	8.8	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01335	3.07	+0.66	7.7	8.0	8.3	8.6	8.9	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01336	3.10	+0.67	7.8	8.1	8.4	8.7	9.0	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01337	3.13	+0.68	7.9	8.2	8.5	8.8	9.1	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01338	3.16	+0.69	8.0	8.3	8.6	8.9	9.2	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01339	3.19	+0.70	8.1	8.4	8.7	9.0	9.3	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01340	3.22	+0.71	8.2	8.5	8.8	9.1	9.4	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01341	3.25	+0.72	8.3	8.6	8.9	9.2	9.5	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01342	3.28	+0.73	8.4	8.7	9.0	9.3	9.6	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01343	3.31	+0.74	8.5	8.8	9.1	9.4	9.7	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01344	3.34	+0.75	8.6	8.9	9.2	9.5	9.8	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01345	3.37	+0.76	8.7	9.0	9.3	9.6	9.9	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01346	3.40	+0.77	8.8	9.1	9.4	9.7	10.0	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01347	3.43	+0.78	8.9	9.2	9.5	9.8	10.1	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01348	3.46	+0.79	9.0	9.3	9.6	9.9	10.2	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01349	3.49	+0.80	9.1	9.4	9.7	10.0	10.3	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01350	3.52	+0.81	9.2	9.5	9.8	10.1	10.4	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01351	3.55	+0.82	9.3	9.6	9.9	10.2	10.5	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01352	3.58	+0.83	9.4	9.7	10.0	10.3	10.6	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01353	3.61	+0.84	9.5	9.8	10.1	10.4	10.7	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01354	3.64	+0.85	9.6	9.9	10.2	10.5	10.8	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01355	3.67	+0.86	9.7	10.0	10.3	10.6	10.9	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01356	3.70	+0.87	9.8	10.1	10.4	10.7	11.0	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01357	3.73	+0.88	9.9	10.2	10.5	10.8	11.1	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01358	3.76	+0.89	10.0	10.3	10.6	10.9	11.2	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01359	3.79	+0.90	10.1	10.4	10.7	11.0	11.3	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01360	3.82	+0.91	10.2	10.5	10.8	11.1	11.4	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01361	3.85	+0.92	10.3	10.6	10.9	11.2	11.5	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01362	3.88	+0.93	10.4	10.7	11.0	11.3	11.6	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01363	3.91	+0.94	10.5	10.8	11.1	11.4	11.7	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01364	3.94	+0.95	10.6	10.9	11.2	11.5	11.8	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01365	3.97	+0.96	10.7	11.0	11.3	11.6	11.9	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01366	4.00	+0.97	10.8	11.1	11.4	11.7	12.0	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01367	4.03	+0.98	10.9	11.2	11.5	11.8	12.1	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01368	4.06	+0.99	11.0	11.3	11.6	11.9	12.2	100	Barclays
Barclays Global Investors Jersey Ltd	0154 01369	4.09	+1.00	11.1	11.4	11.7	12.0	12.3	100	Barclays
Barclays Global Investors Jersey Ltd										

FT MANAGED FUNDS SERVICE

Offshore Insurances and Other Funds

FT Cheque Unit Trust Prices are available over the telephone. Call the FT Cheque Help Desk on (+44 1773) 479 479 for more details.

Table of fund data including columns for fund name, currency, and other details. Includes sub-sections like 'OTHER OFFSHORE FUNDS' and 'Global Asset Management - Contd.'.

Table of fund data, likely continuation of the main table, listing various fund names and their details.

Advertisement for retirement funds. Text: 'THE NUMBER OF PEOPLE OVER 60 It's hard to imagine people outliving their retirement funds. It's WILL TRIPLE BY 2030. IT'S TIME FOR harder still for institutional investors to help prevent it from YOUR INVESTORS' RETIREMENT ... STRATEGIES TO MULTIPLY AS WELL. Saving Institutional Investors Worldwide.'

Table of fund data, likely continuation of the main table, listing various fund names and their details.

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MANAGED FUNDS NOTES: Please read the prospectus... Price of shares... Dividend... etc.

LONDON SHARE SERVICE

OTHER INVESTMENT TRUSTS

Table listing various investment trusts with columns for name, price, and change.

MEDIA - Continued

Table listing media companies with columns for name, price, and change.

PROPERTY - Continued

Table listing property-related companies with columns for name, price, and change.

SUPPORT SERVICES

Table listing support service companies with columns for name, price, and change.

TRANSPORT - Continued

Table listing transport companies with columns for name, price, and change.

AIM - Continued

Table listing Alternative Investment Market (AIM) companies with columns for name, price, and change.

INVESTMENT COMPANIES

Table listing investment companies with columns for name, price, and change.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies with columns for name, price, and change.

OIL, INTEGRATED

Table listing integrated oil companies with columns for name, price, and change.

OTHER FINANCIAL

Table listing other financial companies with columns for name, price, and change.

PROPERTY - Continued

Table listing property-related companies with columns for name, price, and change.

SUPPORT SERVICES - Continued

Table listing support service companies with columns for name, price, and change.

TRADED INDEX SECURITIES

Table listing traded index securities with columns for name, price, and change.

AIM

Alternative Investment Market

Table listing AIM companies with columns for name, price, and change.

LEISURE & HOTELS

Table listing leisure and hotel companies with columns for name, price, and change.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies with columns for name, price, and change.

RETAILERS, FOOD

Table listing food and retail companies with columns for name, price, and change.

RETAILERS, GENERAL

Table listing general retail companies with columns for name, price, and change.

LIFE ASSURANCE

Table listing life assurance companies with columns for name, price, and change.

MEDIA

Table listing media companies with columns for name, price, and change.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for name, price, and change.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for name, price, and change.

TOBACCO

Table listing tobacco companies with columns for name, price, and change.

TRANSPORT

Table listing transport companies with columns for name, price, and change.

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GUIDE TO LONDON SHARE SERVICE

Prices and trading volumes for the London Share Service are published by Company Information on a daily basis for the FT 460 Active Company List.

Trading information is shown in pink where otherwise stated. For FT 460 Active Company List, see page 460.

Prices are shown in pence unless otherwise stated. For FT 460 Active Company List, see page 460.

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LONDON STOCK EXCHANGE

Footsie regains early losses after Wall St rise

MARKET REPORT

By Steve Thompson, UK Stock Market Editor

A strong opening performance by Wall Street revived a London stock market that had earlier seen the FTSE 100 index dip below the 6,000 level.

Wall Street came in exceptionally strong, easing the anxieties across most European markets ahead of today's speech by Alan Greenspan, chairman of the US Federal Reserve.

In his regular bi-annual Humphrey Hawkins testi-

mony on the outlook for the US economy, Mr Greenspan is expected by some observers to outline to the Senate banking committee that US gross domestic product growth will slow to around 2.5 per cent this year.

The Greenspan speech, nevertheless, remains one of the most important global events of the week. As one senior UK market man said: "More than anyone else, Greenspan has the capacity to turn world markets upside down and everyone knows that. Marketmakers are told to go into a Greenspan day with a small short

to level book, if possible." To add to traders' caution, the market is also waiting for a long list of important company results this week. Corporate earnings growth remains a worry, given the slowing economy and the still-strong pound.

London's equity market was undecided for most of the day, moving higher during initial trading, on talk of more bids in the pipeline, and a strong early showing by some of the big European markets - notably Frankfurt and Paris.

On the downside, preliminary results from HSBC, the

second biggest of the UK retail banks, proved a substantial drag on the market, after the bank's apparent lack of loan growth upset sentiment in the stock, one of the heaviest weighted stocks in the FTSE 100 index. The bank's profits, dividend and bad debt provisions all came within the market's expectations.

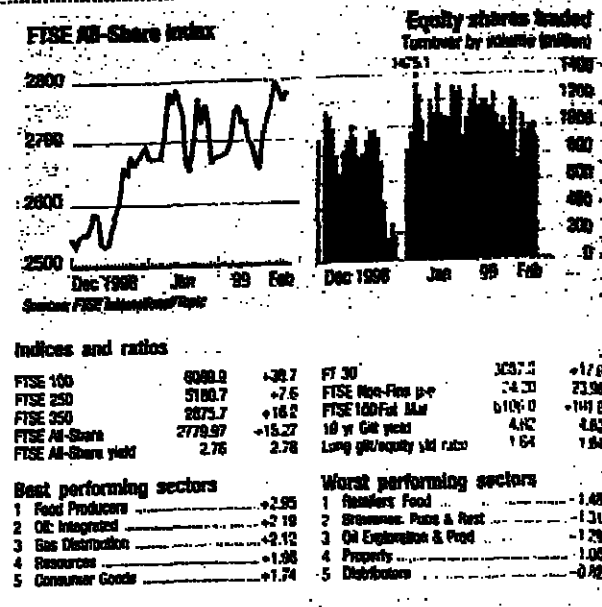
Wall Street's strength came as a surprise to many in London, the Dow Jones Industrial Average climbing more than 150 points not long after London closed for the session, building on Friday's 41-point advance.

6,069.9, having swung in an 86-point arc, hitting 5,994.8 at its worst.

The market's mid and small-cap stocks made useful progress. The FTSE 250 index settled 7.6 ahead at 5,180.7, having peaked at 5,188.9, while the FTSE SmallCap maintained its patient upside march, finishing 6.5 to the good at 2,255.6.

Some marketmakers see the London market as still offering decent value. "but only if Wall Street holds up", as one put it. He said the domestic interest rate outlook "looks secure" and that the market's worries remained focused on the earnings outlook, which would become much clearer in coming weeks.

Activity in the market proved a minor disappointment. Always depressed at the start of the week, overall turnover yesterday was 915.5m shares, with non-FTSE 100 stocks accounting for less than half the total.



FTSE All-Share Index and Equity shares traded (Turnover by industry)

Table with 2 columns: Index and Ratio. FTSE 100: 6069.9 (+0.7), FTSE 250: 5180.7 (+7.6), FTSE All-Share: 5180.7 (+0.7).

Table with 2 columns: Best performing sectors and Worst performing sectors. Best performing: FTSE 100 (+0.7), FTSE 250 (+7.6). Worst performing: FTSE 100 (-0.7), FTSE 250 (-7.6).

Table with 2 columns: FTSE 100 INDEX FUTURES (LEFF) and FTSE 250 INDEX FUTURES (LEFF). Shows prices and changes for various contracts.

Table with 2 columns: FTSE 100 INDEX OPTION (LEFF) and FTSE 250 INDEX OPTION (LEFF). Shows prices and changes for various options.

Table with 2 columns: LONDON RECENT ISSUES: EQUITIES. Lists companies like BP, Shell, and their share prices.

Table with 2 columns: RIGHTS OFFERS. Lists companies offering rights and their terms.

Table with 2 columns: FTSE GOLD MINES INDEX. Shows index value and components.

Table with 2 columns: FTSE Actuaries Share Indices. Shows index values for various sectors.

Table with 2 columns: FTSE Actuaries Industry Sectors. Lists sectors like Insurance, Banking, etc.

Table with 2 columns: TRADING VOLUME. Lists major stocks and their trading volumes.

Table with 2 columns: Hourly movements. Shows index movements at different times of the day.

Table with 2 columns: FTSE 100, FTSE 250, FTSE All-Share. Shows current index values.

Table with 2 columns: FTSE 100, FTSE 250, FTSE All-Share. Shows index values and changes.

Table with 2 columns: FTSE 100, FTSE 250, FTSE All-Share. Shows index values and changes.

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Shake-up unsettles HSBC

COMPANIES REPORT

By Peter John, Joel Kibazo and Martin Brice

Figures from HSBC were disappointing but not as bad as the share price suggested. The bank announced it is to consolidate its two classes of shares into a single class of equity denominated in US dollars and seek a listing on the New York exchange.

Immediately, the UK-denominated share price, which was quoted more than 100p above its Hong Kong-denominated equivalent, tumbled sharply while the Hong Kong element rose.

Nevertheless, the figures were at the bottom of the range of forecasts and analysts were concerned about the rise of non-performing loans in Hong Kong and the lack of loan growth in Asia.

Analysts were busily crunching a complex set of numbers and coming up with downgrades of between 5 per cent and 20 per cent with early indications suggesting a full-year range between \$6bn and \$6.5bn.

Pannure Gordon and Dresner Kleinwort Benson said the shares should be avoided until they hit \$14.00. "Ultimately," said one broker, "investors are not interested in the detail, but they

are interested in the trend and if the trend is one of downgrades rather than upgrades, investors get unhappy."

UK-denominated stock fell 67 to £16.09, the worst performance in the Footsie, while Hong Kong shares rose 16 to £15.77.

Compass Group was one of the worst performers in the FTSE 100 as Merrill Lynch highlighted the potential for small downgrades to forecasts following a trading update expected at Thursday's annual meeting.

It believes the contract catering and restaurants group may have run into some pockets of trading weakness in the UK and Germany, and has shifted its short-term stance from "accumulate" to "neutral" although it retains a long-term "buy" stance.

The broker focused on the likelihood of French hotels group Accor selling its stake of almost 5 per cent in the company, following the expiry of a lock-up period last week. The potential for this overhang to weigh on the shares may explain their 12 per cent underperformance in the past month.

However, they have outperformed the Footsie by 65 per cent in the past year. They closed down 19 at 666½p.

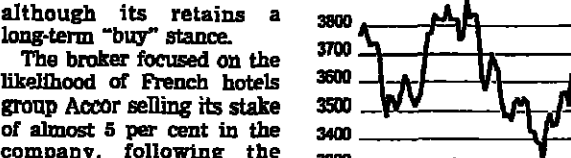
Unilever is expected to buy back around £1bn of its own shares and yesterday the stock appreciated 42 to 62½p in a busy session that brought turnover of 17m. "It is certainly the right thing to do given the state of the company's balance sheet," said one market specialist.

Analysts at Credit Suisse First Boston are predicting the company will report fourth-quarter profits of £617m while it expects full-year post-disposal profits to come in at £3.02bn.

Talk of a bid for Bank Organisation eased as the session drew to a close. The shares surrendered some of their early gains to end 12½ up at 235p.

A weekend press report

Best and worst performing FTSE sectors



Best and worst performing FTSE sectors

The market was eagerly waiting to see if Anglo-Dutch consumer products giant Unilever unveils its first share buy-back programme when it reports figures today. Speculation about a buy-back has grown as the market has sought to find ways in which the company could use its 44th cash pile raised through the selling of its speciality chemicals business.

Unilever is expected to buy back around £1bn of its own shares and yesterday the stock appreciated 42 to 62½p in a busy session that brought turnover of 17m. "It is certainly the right thing to do given the state of the company's balance sheet," said one market specialist.

Analysts at Credit Suisse First Boston are predicting the company will report fourth-quarter profits of £617m while it expects full-year post-disposal profits to come in at £3.02bn.

Talk of a bid for Bank Organisation eased as the session drew to a close. The shares surrendered some of their early gains to end 12½ up at 235p.

A weekend press report

Current fears by analysts are said to centre on the timing of cash payments to make up the shortfall caused by the low oil price.

BICC gained 2 to 80p after it said a joint venture involving Balfour Beatty Rail, its rail engineering and services arm, had won a contract to renew Railtrack's west coast main line electrification.

However, it led to some speculation that the house-keeping might have been carried out ahead of a yard sale - that Mirror was trying to make it easier for a buyer of the whole group to dispose of the stake. Mirror

firmly a penny to 196½p and SMG closed flat at 810p.

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Large advertisement for European Community Newspaper. The text reads: 'European Community Newspaper. Subscribe for a year and receive 4 weeks extra free. More senior business people in Europe read the FT than ever before. They value the depth and breadth of its coverage of European news and depend on the FT's unrivalled tracking of the effects of the euro. Benefit from additional savings, subscribe now, and save on the newsstand price. Tel: +44 171 873 4200 Fax: +44 171 873 3428 or email: FTE.subs@FT.com'.

Advertisement for Financial Times. The text reads: 'FINANCIAL TIMES No FT, no comment. Source: ICBIS 98'.

Large table containing FTSE Actuaries Share Indices, FTSE Actuaries Industry Sectors, and Hourly movements. The table lists various sectors and their corresponding index values and changes.

Advertisement for FTSE International. The text reads: 'FTSE INTERNATIONAL'.

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE (EMU) Prices in €

Table listing stock prices for various European countries (Germany, France, Italy, Spain, Greece) with columns for company names and prices.

FRANCE Feb 22 16 - 45,500 Ft

Table of French stock prices including companies like Air France, Bouygues, and others.

GERMANY Feb 22 16 - 22,700 M

Table of German stock prices including companies like Volkswagen, SAP, and others.

ITALY Feb 22 16 - 1,500,000 Lit

Table of Italian stock prices including companies like Eni, Fiat, and others.

SPAIN Feb 22 16 - 10,000 Ptas

Table of Spanish stock prices including companies like Telefónica, Inditex, and others.

GREECE Feb 22 16 - 100,000 Dr

Table of Greek stock prices including companies like Alpha Bank, and others.

EUROPE (NON-EMU)

Table listing stock prices for non-EMU European countries like UK, Ireland, and others.

UK Feb 22 16 - 2,200 Ft

Table of UK stock prices including companies like British Airways, BT, and others.

IRELAND Feb 22 16 - 100,000 Pts

Table of Irish stock prices including companies like Aer Lingus, and others.

NETHERLANDS Feb 22 16 - 100,000 Gld

Table of Dutch stock prices including companies like Shell, and others.

SWITZERLAND Feb 22 16 - 100,000 Sfr

Table of Swiss stock prices including companies like Nestlé, and others.

AUSTRIA Feb 22 16 - 100,000 S

Table of Austrian stock prices including companies like Linde, and others.

FINLAND Feb 22 16 - 100,000 Mk

Table of Finnish stock prices including companies like Nokia, and others.

PACIFIC

Table listing stock prices for Pacific region countries like Japan, Korea, and others.

JAPAN Feb 22 16 - 100,000 Yen

Table of Japanese stock prices including companies like Toyota, and others.

KOREA Feb 22 16 - 100,000 Wons

Table of Korean stock prices including companies like Samsung, and others.

HONG KONG Feb 22 16 - 100,000 HKD

Table of Hong Kong stock prices including companies like HSBC, and others.

TAIWAN Feb 22 16 - 100,000 NTD

Table of Taiwanese stock prices including companies like TSMC, and others.

THAILAND Feb 22 16 - 100,000 Baht

Table of Thai stock prices including companies like Siam Cement, and others.

INDONESIA Feb 22 16 - 100,000 Rupiah

Table of Indonesian stock prices including companies like Telkom, and others.

Rockwell advertisement featuring an image of a chocolate bar and the text 'Rockwell Automation ensures the efficient production of Nestlé's delicious chocolate products.'

FT/S&P ACTUARIES WORLD INDICES

Large table showing FT/S&P Actuarial World Indices for various countries and regions, including US, Europe, Asia, and others.

Emerging markets

Table showing emerging market indices for various countries like Brazil, Russia, India, and others.

IFC Investable Indices

Table showing IFC Investable Indices for various countries and regions.

AFRICA

Table showing African stock indices for various countries like South Africa, Egypt, and others.

Copyright: FTSE International Limited, London, Stock and Co. and Standard & Poor's. The indices are compiled by FTSE International and Standard & Poor's in conjunction with the Society of Actuaries and the Institute of Actuaries.

Source: IFC Investable Indices are based on the IFC Investable Indices published by the International Finance Corporation.

Source: Africa indices are based on the FTSE Africa indices published by FTSE International Limited.

NEW YORK STOCK EXCHANGE PRICES

Symbol	Price	Change	%
IBM	125.00	+0.25	+0.20
MSFT	34.00	+0.10	+0.30
GOOG	200.00	+2.00	+1.00
AMZN	35.00	+0.50	+1.40
ORCL	28.00	+0.10	+0.35
YHOO	110.00	+1.00	+0.90
INTC	22.00	+0.10	+0.45
QCOM	45.00	+0.50	+1.10
TXN	18.00	+0.10	+0.55
HPQ	25.00	+0.10	+0.40
CRM	30.00	+0.20	+0.66
ADSK	15.00	+0.10	+0.66
PLD	12.00	+0.10	+0.83
WDC	10.00	+0.10	+1.00
SGS	8.00	+0.10	+1.25
QTEC	7.00	+0.10	+1.42
WYW	6.00	+0.10	+1.66
WAL	5.00	+0.10	+2.00
WLT	4.00	+0.10	+2.50
WLT	3.00	+0.10	+3.33
WLT	2.00	+0.10	+5.00
WLT	1.00	+0.10	+10.00

Symbol	Price	Change	%
WAL	1.00	+0.10	+10.00
WLT	2.00	+0.10	+5.00
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IN.SECTS (Pan European Sector Indices from EuroBench)

The IN.SECTS - Pan European equity sector indices from EuroBench - contain only those legal stocks that show strong sector behavior in their price-movements. Therefore, the indices only represent the core sector trend. Using the combination of each price factor with the sector trend to weight the constituents, an even weighting is achieved ensuring maximum diversification while offering the best sector trading available. (Prices provided in Ft - Index)

Sector	Index	Change	%
Bank	100.00	+1.00	+1.00
Chem	100.00	+0.50	+0.50
Comm	100.00	+0.20	+0.20
Energy	100.00	+0.10	+0.10
Health	100.00	+0.30	+0.30
Indus	100.00	+0.40	+0.40
Int'l	100.00	+0.60	+0.60
Media	100.00	+0.80	+0.80
Pharm	100.00	+0.70	+0.70
Real	100.00	+0.90	+0.90
Tech	100.00	+1.20	+1.20
Tele	100.00	+1.10	+1.10
Trans	100.00	+1.00	+1.00
Util	100.00	+0.80	+0.80
Worl	100.00	+1.50	+1.50

Symbol	Price	Change	%
WAL	1.00	+0.10	+10.00
WLT	2.00	+0.10	+5.00
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Handwritten note: 10/21/2015

GLOBAL EQUITY MARKETS

US INDICES, US DATA, JAPAN, FRANCE, GERMANY, UK, INDEX FUTURES, WORLD MARKETS AT A GLANCE. Includes market activity, price changes, and international market summaries.

WORLD MARKETS AT A GLANCE. Summary table of global equity markets including country, index, and price changes.

THE NASDAQ-AMEX MARKET GROUP

Large table listing individual stock prices and market data for the NASDAQ-AMEX Market Group, including company names, prices, and volume.

AMEX

EASDAQ table listing specific market data and company information for the EASDAQ group.

STOCK MARKETS

Bourses advance amid currency uncertainty

WORLD OVERVIEW

Another round of broad currency uncertainty in Europe was balanced yesterday by special situations and a solid start on Wall Street, with the result that stock markets moved steadily higher, writes Jeffrey Brown.

Asia sent out few signals. Tokyo reversed three days of decline with a gain of 1.1 per cent, but it was a half-hearted performance at best and most of the excitement

was to be found in Taipei, which extended its rally to 9 per cent in two sessions.

European markets traded into further marked currency weakness from the opening bell with the euro dipping below 1.10 to the dollar at one stage, an 8 per cent decline from its peaks of early January.

Dollar strength, traditionally good for European equities, has recently tended to give way to worries that a weak euro could force the

European Central Bank to halt the downturn for interest rates.

However, Wall Street, up 100 points at the close of the European day, showed an early turn of speed and Frankfurt, which spent most of last week back-peddalling, bounced in late trading to close 1.3 per cent higher.

Paris, enlivened by a stratospheric debut for the newly launched Air France shares, rose nearly 1 per cent.

Floated to retail investors

at €14, the airline nudged the sound barrier at one stage, climbing to €18 before ending at a 15 per cent premium in almost 10m shares traded. The stock went limit up on several occasions as the authorities attempted to maintain an orderly market.

Trading suspensions were also a feature in Milan, where turnover in Telecom Italia, the target of an audacious takeover bid from Olivetti, rose to record levels.

Telecom Italia, which has a

stock market value five times that of its predator, ended with a two-session gain of 12 per cent.

Russian shares continue to storm ahead and the latest uptick for volumes suggests that the return of the long-absent foreign investor might have begun to creep beyond the tentative stage.

However, this year's dramatic gains for the RTS-IF index, which has risen 36 per cent this month and is now almost double October's

low, shrinks to 12 per cent in dollar terms - a long way short of the 30 per cent raked up so far by emerging market leader Turkey.

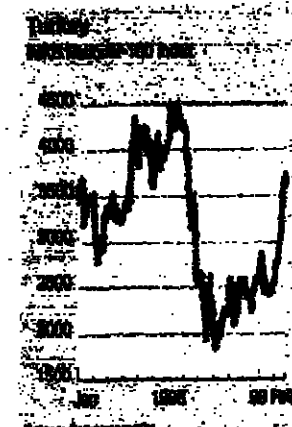
The volatility of euro-zone markets has led to concentration on core stocks. According to Salomon Smith Barney, the 50 leading euro-shares sell at a premium of 7 per cent over the wider market on 1999 earnings, or 15 per cent excluding the core 50 shares from the wider market.

EMERGING MARKET FOCUS

Turkish revival fails to convince

The Turkish stock market's rally of the past two weeks seemed to some observers to carry all the hallmarks of news viewed through rose-tinted spectacles.

The IMKB National-100 index fell 2.3 per cent yesterday to 3,636.55 after 10 sessions of gains. They had taken the index more than half way back to last July's all-time high of 4,530.89 before the market lost almost 60 per cent of its value on the back of Russia's financial crisis.



A first wave of investors, mostly foreign, rushed in after the International Monetary Fund held out the promise of aid to Turkey in return for an ambitious plan, after April 18 elections, to fight double-digit inflation.

"The first hint the IMF could come up with an agreement involving financial aid changed the risk perception of the market," says Murat Gulkan, research head at Bender Securities.

Last week's capture of Abdullah Ocaklan, head of the PKK Kurdish guerrilla group, triggered more buying, this time led by Turks.

Here several possible benefits are listed by analysts: the resulting popularity of Bulent Ecevit, the caretaker prime minister, could ensure the elections deliver a victory for his and other mainstream secularist parties rather than the Islamist Virtuous party, whose return to office is opposed by the country's military.

Second, an estimated \$7bn spent annually combating PKK insurgency in the south-east could finally be put to better use. The end of the conflict could also fix Turkey's poor human rights record and improve relations with the European Union.

These virtuous circles depend however on some big "ifs", analysts concede. Mr Ecevit may not sustain his new-found popularity until April. Even a coalition of mainstream political parties

might not have the stomach for bitter IMF medicine unless desperate for Fund support.

Also unclear is whether any government will have the strength to take bold political action to undercut support for the PKK.

"In Turkish markets, people are particularly prone to over-react," says Suleyman Tombul, head of international capital markets at General Finance Securities.

He sees a parallel between this month's exuberance and the bearishness which since last year's emerging markets crisis has driven prices down to levels similar to those seen at the height of Turkey's financial crisis in 1994.

"It's the same with the news now: all we have are a couple of 'Hall Marcy's' and the statement by the International Monetary Fund."

In Turkey's favour, however, is the fact that its stocks have been among the most under-valued among emerging markets.

"With these low valuations everybody is looking for a reason to buy," says Jurgen Odentus, emerging markets strategist at Warburg Dillon Read, who points out that Russia is "the only other country with similarly low valuations" although "the potential for good news in Turkey is much higher".

Leyla Boulton

High-techs jump as Dow crosses 9,400

AMERICAS

US stocks rallied in early trading with sharp gains in transport and high-tech shares helping to lift the Dow Jones Industrial Average back above the 9,400 level, writes John Labate in New York.

"Stocks were strong in Europe so the tone of the day was really set before the [US] opening," said Dan Mathison, head stock trader at D.E. Shaw Securities. "We're seeing a pretty good day all around."

The breadth of yesterday's buying remained bullish into the afternoon session, with advancing shares leading declining ones by 2 to 1.

By early afternoon, the Dow was 1.22 per cent or 114.10 stronger at 9,454.05. The Standard & Poor's 500 index was also on the upswing, gaining 18.39 to 1,257.61.

After a rough time last week, technology and small company shares also participated in the upward move. The Nasdaq composite index gained 27.75 or 1.22 per cent to 2,311.35 while the Russell 2000 index of small-cap stocks was up 4.67 to 386.97.

In the Dow, computer maker Hewlett-Packard rose more than 4 per cent at \$71.50 and financial services provider American Express was 4 1/2 per cent higher at \$107. Among the decliners Coca-Cola was off \$1 to \$64.

Online trading company shares surged on speculation that Goldman Sachs could consider a takeover to enter the internet investing marketplace. E-Trade rose 15 per cent to \$46 and J.B. Oxford Holdings rose \$2 or 25 per cent to \$10. Other internet shares were

strongly higher, with America Online gaining 7 1/2 to \$18.

Mirage Resorts rose 1 1/4 to \$19 after BT Alex Brown raised its rating to "buy" from "market perform."

Delta Air Lines gained \$1 1/2 to \$56 after Donaldson, Lufkin & Jenrette rated the shares a "buy". Other transport shares were equally strong with UAL, parent of United Airlines, up 1 1/4 to \$61.

US Treasury prices were higher by midday in advance of Federal Reserve chairman Alan Greenspan's two-day Humphrey Hawkins testimony before Congress. The benchmark 30-year bond was up 3/8 to 98 1/2, sending the yield lower to 5.864 per cent.

TORONTO was higher at midsession as strong utility and industrial products stocks offset continued weakness in the resource sector.

The TSE 300 composite index was 62.76 higher by midday at \$4,722.30 in volume of almost 34m shares.

In the utilities sector, Telelobe put on C\$3.25 to C\$48.90 after CS First Boston upgraded the stock to a buy from hold. BCE climbed C\$1.90 to C\$48.90.

Tempering the gains was the continued slump in resource-based stocks. In the metals group, Noranda came under pressure early in the session although by mid-session, it had picked up from a low of C\$16.40 to trade 5 cents ahead on the day at C\$16.65.

Banks stayed in demand. Royal Bank of Canada improved 65 cents to C\$79.15 and Bank of Nova Scotia 35 cents to C\$32.55. Bank of Montreal bounced C\$1.60 to C\$66.00.

Wall Street and perky peso lift Mexico City

MEXICO CITY continued to rally in early trading, helped by the good initial tone on Wall Street and a solid start in the foreign exchanges for the peso.

Brokers said the peso was perky ahead of the latest trade figures, widely expected to show a significant reduction in the deficit for January. The upbeat currency mood spilled over into equities and at mid-session

the benchmark IPC index was up 45.56 or 1.1 per cent at 4,245.68.

Among leading stocks, Telmex improved 55 centavos to 28.80 pesos in good volumes.

SAO PAULO pushed higher to extend its recent rally, but brokers described trading as subdued ahead of key political meetings scheduled for later this week. The Bovespa index was up 52 at 9,065 at mid-session.

EUROPE

Olivetti's bid \$68m bid for its bigger rival, Telecom Italia, the former state monopoly, set bells ringing in European telecoms.

In Italy, Telecom Italia initially soared more than 11 per cent as investors ramped the shares up above the €10 offered by Olivetti. By the close, Telecom Italia was 52 cents higher at €2.95 while its subsidiary, Telecom Italia Mobile, closed 37 cents ahead at €6.13, off a day's high of €6.32. Goldman Sachs, which raised its recommendation on Telecom Italia, also upped its price target to €12.

Olivetti ended an unusually strong run for a takeover predator with a slide of

The FTSE Europe 300 index rose 17.03 or 1.41 per cent to 1,221.53. See Euro Prices page.

25 cents to €2.97 in huge volume of 163m shares as investors awaited details of its planned capital increase.

Germany's Mannesmann rose 64.10 to €124.70 after the group said on Sunday it had agreed to buy stakes held by Olivetti in two Italian telecoms groups if the bid for Telecom Italia were successful.

Spain's Telefonica, seen as a good acquisition target because it is fully floated but undervalued, put on €2.17 to €41.75. Portugal's Telecom, another target for consolidation, was 81 cents higher at €45.51.

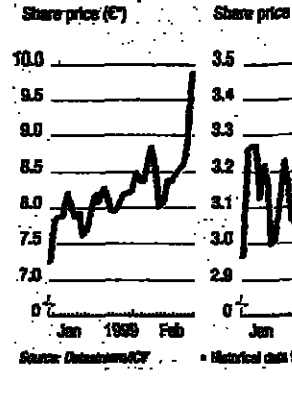
KPN Telecom in the Netherlands rose €2.55 to €45 with merger speculation stirred by comments by Wim Dik, chairman, that implied the company was too small to survive alone.

Elsewhere, telecom companies not regarded as takeover candidates overcame early weakness. Deutsche Telekom put on 36 cents to €39.50 and France Telecom collected 10 cents to €88.

Telecoms aside, MILAN saw a rapid take-off by Alitalia after reports the airline and its partner, KLM, were in talks with Air France about an alliance. The shares closed up 41 cents at a day's high of €3.50.

Shares in Lazio were

EUROPE



suspended for excessive gains after the team moved into first place in the Serie A soccer championship. The shares hit an indicative price of €8.10 against a closing price of €4.65 on Friday.

The broad market also rallied strongly, taking the Mibtel index up 591 or 2.5 per cent to 24,147.

FRANKFURT rose 64.44 to 4,597.70 on the Xetra Dax index after a late surge on the back of early gains on Wall Street.

Allianz gained €2.40 to €272.50 ahead of tomorrow's results statement reports tomorrow and RWE, which puts out annual figures today, added 83 cents to €38.80. Reporting on Thursday, HypoVerenbank eased 51 cents to €51.84.

Metro put out a statement denying it planned to bid for Carrefour of France and gained €3.51 to €67.60.

PARIS staged a late rally, ending 0.9 per cent higher after spending the day in negative territory. The CAC-40, up 35.38 to 4,155.26, was rescued by Air France's soaring debut.

Shares in the partly privatised airline, representing 20.7 per cent of the company's equity, closed at a sharp premium to the €14 offering price for individual investors - €14.20 for institutional investors - ending at €16.10.

Trading was volatile and the stock repeatedly suspended after hitting its higher and lower limits.

Demand for Air France shares had piled up in the morning, with the grey market briefly posting a 3,000 per cent premium minutes

before the listing began. There was little else for investors to chew on in an otherwise dull market, despite isolated performances by BNP, up €2 to €77.50, Air Liquide, €8 higher to €148, and Legrand, up €9 to €199.

AMSTERDAM advanced 10.63 to €28.31 on the AEX index with strong gains for Philips and Unilever supplying most of the upward momentum.

In financials, ABN Amro hardened 15 cents to €18.30 ahead of a results statement on Thursday, but Fortis fell €1.70 to €24.90. Chemical leader Akzo Nobel shed 10 cents to €38.90 after full-year results.

Unilever jumped €3.20 or 4.9 per cent to €68.30 on widespread talk of a share buy-back. The foods and detergents giant unveils

annual earnings today and many predict a buy-back will be part of the package.

Philips rose €1.40 to €66.20 and KLM, helped by an upgrade at Salomon Smith Barney, added 85 cents at €24.90.

ZURICH was higher with much of the action found in the financials. The SMI index closed 134.0 or 1.6 per cent higher at 7,076.7.

Swiss Life jumped SF16 to SF1956 on news it was to take over Gottard Bank, now controlled by Sumitomo Bank. Gottard put on SF25 to SF19,367.

UES rose SF9 to SF455 although the bank denied a report it planned to integrate its global operations in a move that would limit the relative autonomy of its investment banking and asset management divisions.

STOCKHOLM rose 1.8 per cent, with gains in blue-chip stocks lifting the general index 60.75 to 3,372.48.

Insurance heavyweight Skandia added SKr5 to SKr140 on news that it would merge its non-life business with that of Norway's Storebrand.

Scania plunged SKr10.60 to SKr208 after Volvo broke off negotiations with Scania's main shareholder, saying it was no longer considering taking over the truck maker.

Written and edited by Michael Morgan, Bertrand Benoit, Peter Hall and Paul Grogan

Jo'burg shrugs off rand ills

JOHANNESBURG edged higher in spite of an ailing rand and data showing the economy technically in recession.

The overall index put on 20.0 to 5,902.2 and industrials rose 18.6 to 6,711.1. Golds,

however, slipped 18.6 or 2.1 per cent to 874.3 in line with a weaker bullion price.

Platinum stocks had a good day on perceptions that the metal was in short supply globally and ahead of expected robust results from Amplats.

SOUTH AFRICA

Kellogg to compensate for extraordinary losses at other subsidiaries.

In Osaka, the OSE index closed up 156 points at 15,074.

WELLINGTON pushed firmly ahead in good volume with NZ Telecom surging to NZ\$10 at one stage, another intra-day record, before closing all square at NZ\$9.80. The 40 capital index ended 26.46 or 1.3 per cent higher at 2,321.29.

TAIPEI continued to advance, adding 241.30 to 6,313.63 on the weighted index to extend its rally since Friday's round of initiatives aimed at boosting investor sentiment to almost 9 per cent in two sessions.

The financial sector, at which the government measures were largely aimed, jumped 6.8 per cent with a number of individual stocks going limit up. Among techs, United Microelectronics rose 30 cents to T\$46.3.

SEOUL closed 2.6 per cent lower as foreign investors, unnerved by the weakness of the yen, turned net sellers. The composite index finished at 508.49, down 13.65. Foreigners were net sellers of Won22.2bn worth of stocks, while institutions

bought Won11.8bn and retail investors purchased Won100m.

Large-cap exporters and securities were hardest hit by the yen's decline, with the securities sub-index retreating nearly 7 per cent. Seoul Securities dropped Won1,500 to Won12,600 while Hyundai Securities fell Won1,000 to Won15,500 and LG Securities declined Won900 to Won11,900.

Seoulbank fell Won456 to Won2,595 on profit-taking following news that HSBC Holdings would take over the bank.

SINGAPORE rose 1.9 per cent, lifted by institutional buying in blue chips. The placing of 10m to 20m Euro-denominated warrants on Singapore banks by Deutsche Bank also helped sustain last week's momentum.

The Straits Times index closed 25.87 higher at 1,400.18, with SingTel accounting for more than half the gains. The stock advanced 14 cents or 6.1 per cent to S\$2.44.

Among banks, OCBC rose 20 cents to S\$7.55, UOB gained 15 cents to S\$7.20, OUB put on 8 cents to S\$4.76, and DBS closed 20 cents higher to S\$2.55.

Our results for 1998

In a number of our major markets 1998 saw the toughest economic conditions for many years. That the Group is able to report increasing operating profits before provisions of US\$9,051 million, a return on shareholders' funds of 15.5 per cent and declare dividends of US\$0.925 per share reflects the spread and robustness of our businesses and our ability to generate revenues and hold down costs.

The level of bad and doubtful debt provisions required to meet the Group's prudent policy on non-performing loans resulted in a 21 per cent decline in profit attributable to shareholders compared with 1997.

We are planning to seek a listing on the New York

Stock Exchange during 1999 to supplement our existing dual primary listings on the London and Hong Kong Stock Exchanges. As a result we propose to consolidate our share capital into a single class of ordinary shares in US dollars and a share split so that shareholders will receive three new shares of US\$0.50 each for each share they now hold.

The year ahead promises to be very challenging. However, we enter it confident in our strength to withstand further volatility and in our ability to build on the strength of the Group to deliver further value to shareholders.

John R.H. Board
Group Chairman

	1998	1998	1997
	£m	US\$m	US\$m
Profit before tax	3,962	6,571	8,130
Profit attributable to shareholders	2,904	4,318	6,487
Capital resources	24,778	41,082	41,562
Basic earnings per share	97.1 pence	1.61 US\$	2.06 US\$
Dividends per share	55.4 pence	0.825 US\$	0.83**

The Group's total capital ratio and tier 1 capital ratio at year end 1998 were 13.6 per cent and 9.7 per cent, respectively.

* The second interim dividend of US\$0.555 per share is translated at the closing rate. Where required, the dividend will be converted into sterling or Hong Kong dollars at the exchange rate on 16 April 1999.

** Translated at the exchange rate on the dividend payment dates.



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Headquartered in London, HSBC Holdings plc is one of the largest banking and financial services organisations in the world with a network of more than 5,000 offices in 79 countries and territories.

The 1998 Annual Report and Accounts will be sent to shareholders on or about 16 April 1999 and copies may be obtained from Group Corporate Affairs at the address below. Custodians or nominees that wish to distribute copies to their clients may request copies for collection by writing to Group Corporate Affairs. Requests should be received by no later than 5 March 1999.

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DEBT by Tony Hawkins

Caught in a two-way squeeze

Escalating debt arrears at a time of falling oil prices may constrain early economic growth in the next century

With the steep fall in the oil price and the prospect of weak prices over the next few years, Nigeria's foreign debt crisis has assumed new, more serious, dimensions. The country is now caught in a classic two-way squeeze of tumbling oil receipts and escalating debt arrears. Last year's scheduled debt-service was \$4.4 billion, about half of estimated oil export earnings, yet the 1999 budget provides just \$1.7bn for servicing foreign debt, implying that some \$2.5bn in new arrears - on top of the \$15 billion already accumulated - will be incurred.

This year, oil earnings will fall further, underscoring the need for an early debt agreement with the Paris Club of official creditors to whom Nigeria owes about \$21bn, more than \$15bn of which represents arrears.

Just how sympathetic the OECD lenders will be depends first and foremost on their view of the sustainability of the incoming civilian administration's economic programme. Nothing will move until Nigeria has an IMF Enhanced Structural Adjustment Facility (ESAF) loan in place, but with the international community apparently willing to treat Nigeria as a special case, debt relief could become available this year.

In Nigeria's favour is the fact that some governments, keen to secure export orders in the dog-eat-dog world of official export credits, will push for rescheduling. Foreign suppliers will be that much keener, too, as Nigeria accelerates its privatisation programme, thereby opening the way for substantial new investment in telecoms, electricity, transport and oil.

As well as the usual IMF programme, without which there can be no Paris Club rescheduling, two other demands seem likely. The Club will want Abuja to intensify its efforts to claw back the many billions of dollars stolen by the military - some \$900m has already been reclaimed. It will also insist that the new government pursues investment-friendly policies designed not just to attract new foreign capital but to induce Nigerians with funds abroad to repatriate flight capital.

No-one is sure precisely how large Nigeria's foreign debt really is. Arrears and late interest may not have been fully taken into account and the "fluidity of

Nigeria's foreign debt

(\$bn)	Total	Arrears
Paris Club	20.6	15.0
World Bank	2.9	-
AID	1.3	-
Commercial	3.6	-
Other	0.3	-
Total	28.7	15.0

Source: IMF

more than \$1bn has been cancelled under Nigeria's debt conversion programme during the 1990s.

There has been very little new borrowing recently and the growth in debt has been the result of accumulating arrears. Last year's debt-service to the Paris Club was estimated at \$3.2bn, with another \$860m earmarked for multilateral lenders - chiefly the World Bank (\$558m) and the African Development Bank (\$240m). Payments to private sector lenders are some \$300m. Given that multilateral lending cannot be rescheduled, Nigeria would still be left with debt-service payments of more than \$1.2bn a year (on the 1998 numbers).

And even if a generous debt deal can be reached, Nigeria would still have to pay more than the \$1.7bn being provided at a time when oil exports are unlikely to be much above half of the \$15bn a year achieved in 1996/97. Not only that, but with new borrowings - the 1999 budget lifts the embargo on offshore loans - the debt problem seems unlikely to be solved in the medium term. In the absence of absolute debt forgiveness - foreign debt will remain a serious constraint on economic growth.

THE ECONOMY by Tony Hawkins

Long, long road to recovery

The economy, plagued by years of mismanagement, has no quick-fix solution but needs structural change

Although the transition to civilian rule is on course, the odds are heavily stacked against a successful economic transition. This is despite encouraging prospects for substantial quickly disbursed support and debt relief from the Bretton Woods institutions and the donor community.

But caution, perhaps even pessimism, over Nigeria's medium-term economic prospects is necessary, largely because the fundamentals are so horrendous. The combination of the slump in oil prices, disruption of production in the Delta region, a \$20bn foreign debt, a ramshackle infrastructure and weak institutional capacity has debilitated the economy.

The country, which needs to create 1m new jobs annually, has been creating a tiny fraction of that and, as a result, some two-thirds of the population live in poverty.

It goes without saying that no international lending and debt rescheduling programme is going to transform this situation in the short to medium term, especially given gloomy projections for energy prices over the next 10 years.

Optimists pin their hopes on the Vision 2010 programme drawn up in the mid-90s, which the civilian politicians are committed to implementing.

A valuable document though it undoubtedly is, Vision 2010 is very much a fantasy wish list - some of it pie in the sky, such as its growth projections for manufacturing industry. It is essentially a road map setting out medium-term goals and the necessary strategies

to attain them.

But African experience is clear on one issue - setting out policies in a vision document is the easy part. It is policy implementation and the difficulties encountered in securing the necessary supply-side response that bedevils so many of the best-laid plans.

The immediate challenges facing the new government are formidable. It will inherit sizeable budget (8 per cent of GDP) and balance-of-payments deficits (14 per cent of GDP); inflation, estimated at 16 per cent at the end of last year, is forecast to rise to 20 per cent or even more. To counter this, the central bank is committed to holding down money supply growth, leading to increased interest rates, thereby further constraining growth which is very unlikely to reach the 3 per cent target set out in the 1999 budget. Indeed, the IMF expects GDP



Exports are down but imports are rising

Panos

high inflation of 33 per cent a year since 1994. The result - Nigerian exports have become increasingly uncompetitive while imports are encouraged.

Exports this year at almost \$8bn will be less than half their 1996 levels of more than \$16bn, while 1996's

growth by raising interest rates and tightening their monetary stance.

The combination of a new government anxious to win popular support by kick-starting the economy and a central bank, charged with holding the exchange rate and slowing inflation, will severely test the latter's new-found autonomy. Yet, given Nigeria's recent history of deepening poverty, partly caused by under-spending on social services and infrastructure, the case for heavy public spending, especially on poverty alleviation, but also on infrastructural rehabilitation, is inescapable, all the more so in a year in which real incomes are expected to fall 4.5 per cent. Accordingly, it will come as no surprise if public spending, money supply growth and inflation targets are missed.

On the external front, two main problems must be tackled. Exports must be diversified to reduce excessive dependence on oil and gas, while, if GDP growth targets are to be met, net capital

outflows must be reversed. During the 1990s, Nigeria has been a net capital exporter to the tune of some \$2.5bn a year, with a forecast of an overall payments deficit this year, assuming no debt relief, of almost \$4bn. These outflows and the build-up of more than \$7bn in reserves were financed by accumulating an estimated \$18bn in debt arrears.

The position would have been far worse had it not been for the substantial repatriation by Nigerians of funds estimated at \$1.8bn annually from abroad. Such capital exports are incompatible with the Asian Tiger growth rates of 10 per cent a year targeted in Vision 2010, which would imply unattainable investment ratios in the region of 50 per cent of GDP. While the suggested rescheduling of some \$15bn of Nigerian debt this year at non-concessional rates would ease the situation, it falls a long way short of that some optimistic Nigerian bankers expect.

Foreign direct investment, more than half of it targeting non-oil activity, has been running at \$1.2bn a year. To reach Vision 2010 growth targets, much more foreign direct investment capital and foreign borrowing will

be needed, some of which will come from privatisation. In a country where the modern watchwords of globalisation and competitiveness are largely confined to the boardrooms of the multinationals, it is hard to see the structural change so desperately needed, unless agriculture takes off.

With oil prices in the doldrums and likely to remain so, achieving export-led growth will require rapid growth in agriculture, which accounts for 30 per cent of GDP.

At the heart of the challenge is turning Nigeria into a country where it becomes far easier to do business than at present.

The fuel supply crisis of the past two years, lengthy delays at the ports, the fact that there is no effective rail system to move bulk traffic, and declining real disposable incomes make it well-nigh impossible to exploit scale economies. All of these underline the reality that the reforms needed are in the critical mass, across-the-board category.

It is not a quick-fix situation, though much is expected of privatisation, which if carried out transparently should pay significant dividends over the medium term.

Nigeria: balance of payments

(\$bn)	1997	1998*	1999**
Exports	15.2	8.7	7.9
Imports	2.5	2.8	3.4
Trade balance	12.7	5.9	4.5
Net services	-6.5	-4.8	-4.0
Transfers	1.5	1.8	2.0
Current account	1.9	-1.1	-0.5
Net capital	-1.7	0	3.5
Overall balance	0.2	-1.1	3.0

Source: IMF, FT estimates

Caution over Nigeria's medium-term economic prospects is necessary

to fall 1.6 per cent this year after last year's modest growth of 2.3 per cent.

With oil revenues slipping further in 1999 from last year's average of \$12 a barrel while volumes are likely to be down some 12 per cent, the already-overvalued naira looks set to depreciate. It needs to do so. The real exchange rate, adjusted for inflation, has more than doubled since 1994, despite currency devaluation of some 75 per cent. This means that the naira has not fallen enough to compensate for the gap between Nigeria's

trade surplus of \$7.9bn will become a deficit of \$1.5bn in 1999.

This sea change has yet to be reflected in the exchange rate, which depreciated only 4 per cent during 1998, straggling off the collapse in the oil price. While the reserves - \$7.1bn at the end of last year - will be used to sustain the currency, it is difficult to see what will be gained from propping up an exchange rate so obviously out of kilter. Especially since, in so doing, the authorities will be forced to further constrain output

PRIVATISATION by Tony Hawkins

Stalled programme is back on track

Nigerians are now convinced that private owners, even foreigners, would improve the service from the utilities

Nigeria's long-stalled privatisation programme is back on the road - this time with widespread public support. Gone are the days when Nigerians opposed selling the much-tarnished family silver. Decades of frustration and discomfort at the hands of state-owned utilities such as the inefficient Nitel telecommunications company, the Nigeria Electric Power Authority - a world leader in black-outs - and the state-run petroleum refineries, responsible for the fuel shortages of recent

years, have convinced Nigerians that private owners, even foreigners, would do a better job.

All of which is good news for the reform lobby. The mood shift among the Nigerian public means that the new government will be free to accelerate the programme which a decade ago would have been enormously controversial. Despite this, expectations are almost certainly overblown. Last month, the government promised to establish by the end of January "an institutional arrangement" to achieve its privatisation goals. If this target was met, it was not publicised.

The belief that debt-ridden utilities, which have not produced a set of accounts for years, can be privatised within months is unrealistic. The Bureau for Public Enterprises, which had hoped to complete a number of "straightforward" sales by the end of the first quarter of 1999, now admits that this will not be possible. The plan is to sell off, via the Nigeria Stock Exchange, government holdings in mostly-listed companies in financial services, petroleum marketing and distribution, cement and fertilizer.

Insiders insist that the hold-up is more bureaucratic than political, with General Abubakar's mind being on more pressing issues such as the war in Sierra Leone and the politics of transition. Others accuse the military of intervening to slow a process which created a ripple of excitement late last year when the BPE advertised for expressions of interest by potential strategic partners and co-investors, privatisation advisers and stockholders. The hope was that the advisers would be in place early in the new year, but by

late January the process was still caught up in a legal wrangle, which delayed the letters of appointment to the selected advisers.

Some 37 groups put in for the job as advisers, including big names with privatisation experience in Europe and elsewhere. By late January, there had been almost 50 "bids" by mostly offshore companies interested in buying a strategic stake in the utilities on offer. Predictably enough, the greatest enthusiasm came from the Nigerian financial sector with more than 1,000 applications to secure a piece of the action in the placing and sale of shares.

If responses turn out to be "less than adequate" says Bernard Verr, BPE director-general, the international advisers will provide "another window" to attract foreign participants. The "whole essence" he says, is to attract foreign participation by making the conditions for strategic partners "as favourable as possible". An immediate possible snag is the current plan for the Federal government to retain 40 per cent of the equity in undertakings such as Nitel or the NEPA units that will be offered for sale, with the strategic partner taking 40 per cent as well as management control.

Given the history of Nigeria's oil industry, where the operators have long been unhappy with their minority stakes, it would be no surprise if buyers were to insist on a majority holding. Ismaila Usman, finance minister, says the government has an open mind on such issues, adding that there are no plans to resort to "golden shares" to entrench state control.

According to Mr Verr, the 40 per cent government stake is "not sacrosanct. Ownership per se means nothing". The balance of 20 per cent will be sold off in tranches to the investing

public, though foreign portfolio investors will almost certainly be able to participate. The longer-term plan is to sell off the state's remaining 40 per cent in tranches, the logic being that once the new owners have turned the newly privatised companies around, the revenues from share sales will be substantially greater than if the equity were to be sold now.

Nitel, which could well be the first important utility to be sold, will be a relatively straightforward transaction, though due diligence studies are likely to take a long time. NEPA, however, will not. Under consideration are plans to break the electricity utility into three

divisions - generation, transmission and distribution, with a possible further breakdown between thermal and hydro-power stations and between different geographical regions.

The programme now getting under way marks a fresh start to public sector reform first launched in the second half of the 1990s. Between 1988 and 1995, since when there has been precious little privatisation activity, some 81 parastatals were privatised for \$207m, according to World Bank data. No one has a clear idea of how long the process will take, though officials stress getting it right is more important than quick fixes.

Three concerns are uppermost. First, if the bids are widely-perceived to be inadequate, which is all too possible given the quality of the assets on the market, opposition to the process could quickly re-emerge. This is the more likely where money has gone into rehabilitating assets such as the recently-reopened Kaduna refinery. Second, there is the danger that the process will be seen as opaque, enriching a handful of politicians and bureaucrats, and third, that while commercially-provided services will certainly be more efficient, they will also be so much more costly that the poor risk being left out in the cold.

Financial Times Surveys

Investing in South Africa

Tuesday March 23

Tanzania

Friday March 26

African Banking

Monday April 26

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FINANCIAL TIMES

No FT, no comment.

Ambitious timetable for privatisation

- Bring Nafcon, the state-owned fertilizer company, Nigerian Airways and the newly-rehabilitated Kaduna refinery to the "point-of-sale" by the end of May.
- Sell off remaining government and parastatal holdings in five banks and in most cement and oil marketing companies already listed on the Nigerian Stock Exchange by the end of May.
- Partial privatisation of the other three refineries in the second half of 1999.
- Bring the state-owned telecommunications group, Nitel, to point-of-sale by the end of September.
- Launch a study for the restructuring of the electricity utility, Nepsa, by the end of March and finalise a decision on how it should be restructured and privatised by the end of September.



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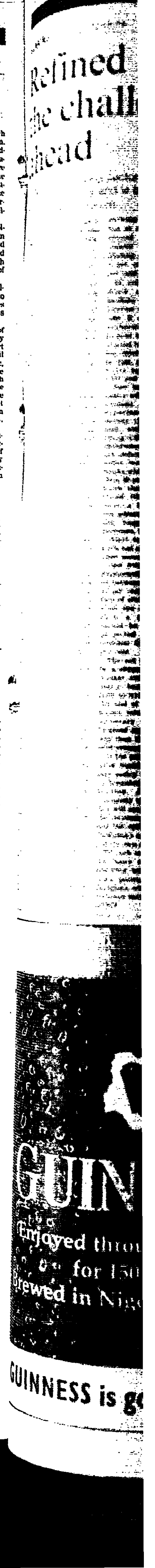
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BANKING by Tony Hawkins

Refined for the challenge ahead

The Nigerian banking sector is emerging from its worst crisis and is braced for a more competitive future

With the number of banks down 40 per cent from the 120 reached in the mid-1990s, bankers believe that the worst of the country's financial services crisis is over. Even so, more banks will go to the wall later this year following the Central Bank of Nigeria's announcement that 17 of the 74 banks had failed to meet the deadline for increasing their capital to N500m (\$675m) by the end of 1998.

They have been given until the end of the first quarter to recapitalise, merge or be taken over, failing which they will be closed. Mr Paul Ogwuma, governor of the CBN, says that perhaps 10 of the 17 will be closed, leaving Nigeria with around 70 operating banks, and reports that more will open soon.

Highest profile newcomer is likely to be Standard Chartered, which was in Nigeria for many years before selling its minority stake in First Bank a few years ago. Under the new rules when it gets a licence, it will reopen as a wholly-owned subsidiary of the London-based group mainly targeting the corporate sector and trade finance.

Lagos-based financial consultants, Agosto and Co, believe the shake-out still has some way to go, rating as many as 26 banks as "distressed" in their 1998 banking industry survey. Agosto rates only 25 banks as "acceptable risks or better" and warns of "latent doubtful debts in the industry's loan portfolio".

"The industry was not very competitive in the past," says one banker, "but with the internationalisation of Nigeria's financial markets, this is set to change." In such a market, 70 banks are just "too many", he says, predicting that the shake-out will continue, though the systemic crisis affecting the sector as a whole has been resolved.

The formal granting of autonomy to the CBN in the 1999 budget will mean a more active open market operations and interest rate policy. At present, the rate structure - like the "official" exchange rate of N36 to the dollar - is hardly market-driven.

Treasury bills, yielding 13.5 per cent, are way below inter-bank rates of around 18 per cent. CBN officials complain that the banks are

STOCK EXCHANGE by Tony Hawkins

Stage is set for recovery

Equity investment should receive a boost when a civilian government takes office

After peaking in April 1997 at around 8700, the Nigerian Stock Exchange's all-share index fell 36 per cent to below 5500 last month. Political uncertainty, the economic slowdown and the unpopularity of emerging market investment are partly to blame for this reversal in the market's fortunes, but perhaps the most telling influence has been the steep fall in corporate earnings since the mid-1990s.

An index of corporate turnover and earnings based on the results of 48 listed non-financial companies, including the all-share index heavyweights, shows that while sales virtually tripled between 1993 and 1998, earnings rose just 14 per cent. Index post-tax profits doubled between 1998 and 1995, but have since plunged more than 40 per cent.

When adjusted for retail inflation, the picture is even more depressing. Sales have fallen more than a quarter since 1998 while net earnings are down more than 70 per cent. In 1998, after-tax profits were some 21 per cent of turnover, but by last year this margin had slumped to less than 5 per cent.

The figures are distorted by the steep deterioration in the performance of the petroleum marketing companies, but in recent years sales and earnings of some of the heavy hitters - Nigerian Breweries, Lever Bros and West African Portland Cement - have taken a knock.

Small wonder then that stocks should have retreated by more than a third, though now the stage would seem to be set for something of a recovery. Equity investment should receive a boost from returning confidence when a civilian government takes office, while the average price/earnings ratio, down from 16 in mid-1997 to 10 at present, should respond to some recovery in earnings in 1999/2000. Even if p/e's stay roughly where they are, as earnings pick up so equity prices should regain some of the buoyancy of the 1994-97 period when they increased more than fourfold.

Two striking indicators of returning confidence are Nigeria Bottling Co's planned N3.5bn rights offer in April - the market's larg-

est to date - to finance upgrading and expansion and a \$100m locally-financed expansion by West African Portland Cement. There is a good chance, too, that foreigners who invested some \$50m on the Nigerian Stock Exchange last year, up from \$10m in 1997, will show greater interest now that the country is coming in from the cold. The main deterrent is probably the worry that naira gains

will be eroded by a sliding exchange rate. An exciting new development is the launch of a new multi-billion naira open-ended mutual fund by Lagos-based Denham Management in a joint venture with France's Credit Lyonnais Asset Management. This will increase market liquidity, making it easier for investors to exit than in the case at present because liquidity is so short.

Manufacturing production index (1985=100)

agriculture taking off first, thereby creating both the demand and the inputs for industrial expansion. It is clear also that a more competitive exchange rate is crucial to industrialisation. The longer the rate is overvalued, the more imports will be encouraged and the greater the danger that companies will trade rather than manufacture - a trend that is already well-rooted.

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INDUSTRY by Tony Hawkins

Sorry picture of a declining sector

Manufacturing is suffering under the combined weight of unfriendly policies, decaying infrastructure and dumping

"The 1999 budget was not a good one for manufacturing," said an industrialist at a recent post-budget meeting, only to be greeted with a wry comment from the back of the room: "Neither is Nigeria [good for manufacturing]." Certainly, the most recent survey by the Manufacturers' Association of Nigeria (MAN), covering the first half of 1998, paints a sorry picture of declining capacity utilisation, output, profitability and employment. Conditions were no better in the second half of 1998 and possibly slightly worse, says Usor Ekeke, director-general of MAN.

Nor has the 1999 budget helped. By raising duties on imported raw materials by 5 per cent while cutting duties on some finished goods imports by a similar margin, the budget adds to industry's woes. In addition, the 25 per cent duty rebate on imported items has been abolished, adding to the already severe cost pressures of rising inflation, more costly fuel and increased borrowing costs. MAN's claim that Nigeria is being de-industrialised is borne out by manufacturing's failure to increase its share in GDP, estimated at 8 per cent in 1997, down from over 11 per cent in the early 1980s. MAN puts capacity utilisation in mid-1998 at less than 28 per cent. Much of this capacity is more apparent in the real sense that it is obsolete and, were demand to increase, heavy investment in rehabilitation and upgrading would be needed.

United Nations Industrial Development Organisation (Unido) figures suggest that manufacturing value-added was no higher in 1997 than in 1992. In constant dollars, manufacturing output more than tripled in the 1970s, before plummeting almost 40 per cent in the first half of the 1980s. Output peaked in

1991 and, since then, has declined marginally. Although a number of high profile multinationals are investing, most of MAN's 1,800 members are not. Total manufacturing investment was down almost 50 per cent in the first half of 1998, reflecting depressed demand, and the build-up of unplanned inventories and declining investor confidence. Investment continues to be discouraged by the long-running supsidy problems of infrastructural decay exacerbated by the fuel supply crisis of the past two years and - on the demand side - by falling disposable incomes. Despite Nigeria's high-cost environment, the dollar price of Coca-Cola is

the lowest in the world, reflecting the fact that some 60 per cent of the population live in poverty. Competition is intense, and growing more so, partly the result of low-cost imports from the Far East, often smuggled in duty-free, and an overvalued naira. Industrialists hope that anti-dumping laws, promised in the budget, will help, but there can be no getting away from the core problem, which is the fact that Nigerian manufacturing simply is not competitive.

Last year's Africa Competitiveness report by the World Economic Forum and the Harvard Institute for International Development, ranked Nigeria second from the bottom among 23 African

countries that were assessed. The main reasons for Nigeria's abysmal showing were the obvious ones - weak infrastructure, corruption, policy instability and the risk of military coups, inflation, crime and theft. Just how severe a handicap infrastructural decay has become is illustrated by one food processing group which estimates that because it has to generate its own electricity, production costs are some 25 per cent higher than in countries with efficient infrastructure.

Despite this, Vision 2010 is hugely optimistic about manufacturing's future, projecting that its share of GDP will double between 1996 (6.7 per cent) and 2000 (16 per

cent). The reality on the ground though is that this target will be missed by a substantial margin, as in all probability will the goal of manufacturing contributing 25 per cent of GDP by 2010. The Vision expects manufacturing to diversify as output shifts from light consumer goods to intermediates and capital goods, while export-oriented industries develop, capacity utilisation triples and some \$4.5bn, much of it foreign, is invested in the sector. A more realistic vision would be one that accepted that Nigeria has very little chance of becoming internationally competitive over the next decade and that its best chance of re-industrialising depends on

Nigerian stocks

Corporate performance (48 listed non-financial companies)		1993	94	95	96	97	98
Turnover	Nominal	100	145	233	222	288	288
	Real	100	92	95	78	74	-
Net profits	Nominal	100	119	201	188	141	114
	Real	100	78	74	83	36	-
Profit margin (%)		20.7	10.0	8.7	8.3	6.7	4.7

Source: IMF

* After-tax profits as a % of turnover

Recovery

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OIL by Robert Corzine

End in sight for the winner-takes-all era

The commercial attraction of the Niger delta's resources has offset the frustration of operating in the country

Last year's collapse in oil prices has made a big dent in the level of investment in Nigeria's oil industry, which was also beset by widespread disruption of onshore production by minority rights activists and militant youths in the Niger Delta demanding a greater share of the oil wealth.

For the foreign oil companies who operate joint ventures with the state-owned Nigeria National Petroleum Corporation, the country's difficult business environment and complex social, political and ethnic structures have often proved frustrating and at times demoralising. But the Niger Delta is a land of low-cost oil and gas reserves in an era of low crude prices, and so far, the commercial attraction of those resources has offset the frustration of operating in Nigeria.

For some companies, such as Royal Dutch/Shell, the biggest foreign producer accounting for about half the country's 2m-plus barrels a day, Nigeria is simply too big a prize to ignore.

"Nigeria is fundamentally a low-cost oil producer," says Mark Moody-Stuart, Shell's chairman. "It is strategic to the future of the group."

Paul Caldwell, the head of Mobil's Nigerian subsidiary, which has \$2.7bn worth of assets and offshore reserves

of 6bn barrels, says even at today's low oil prices of \$10-\$12, "there is still some margin for everyone". Offshore operating costs are in the \$2-\$2.50 a barrel range, while capital costs to develop new fields are between \$2.50-\$3 a barrel. Finding costs in the joint venture areas "are very low", he says.

Even the existing fields can hold hidden attractions. "The more you study them the younger they get," said one Mobil executive recently as he surveyed the company's offshore complex from the Oso platform off Qua Iboe in south-eastern Nigeria.

The attraction of low-cost oil has caused some companies to look towards long-term expansion even as they cut back current operations because of the global crude price slump. Although Shell has been beset by production disruptions onshore, with 150,000 barrels a day shut in recently because of "community disturbances", it has come up with an \$8.5bn plan to revitalise the industry by linking the growth in oil production capacity - a stated goal of the military government and an assumed priority for any incoming civilian administration - with the commercialisation of gas reserves that are now flared.

The key to the scheme, which consists of 12 projects ranging from four new offshore discoveries - including the deepwater Bonga field - and a big onshore gas-gathering scheme, is approval of a third train at the Nigeria Liquefied Natural Gas plant at Bonny Island. A positive decision would "transform the Nigerian petroleum industry", says Martin van den Berg, chairman of Shell's Nigerian subsidiary, and make it possible for the country to become a world-class LNG producer.

But expansion of the industry will depend in part on finding more efficient ways to finance individual projects, given the chronic difficulty on the part of the government to come up with

equity placed in an overseas escrow account.

Although one of the main reasons behind the development was to eliminate the wasteful and controversial flaring of huge quantities of natural gas produced alongside the oil in the Niger delta, the initial flow of gas to the plant will come from "non-associated" gas fields.

A third train, now under discussion by the NLNG partners, is the key to putting out the flares, according to Shell, which has been one of the main driving forces behind the commercialisation of Nigeria's gas industry. It has put forward an ambitious \$8.5bn scheme to link the third train with the expansion of Nigeria's oil output by 600,000 barrels a day, mainly from new offshore fields.

Martin van den Berg, chairman of Shell's Nigerian subsidiary, is "very confident" that a market will exist for LNG from a third train, which would mainly compete against Atlantic LNG in Trinidad for new customers, such as Brazil, as well as for existing markets

believe it is possible as long as the government continues to reap the vast majority of the oil revenues through royalties and taxes, others say it is too ambitious and could easily get bogged down in bitter political debate. Mr van den Berg at Shell is blunt in his assessment of the prospect of privatisation: "It is not one of my priorities. If it happens it's a bonus."

But even if new ways are found to fund the industry more efficiently, the real priority will be for a civilian government to demonstrate that the wealth produced by the industry can be shared more widely among



The Niger delta is a land of low-cost oil

NATURAL GAS by Robert Corzine

The golden egg is ready to be hatched

It has taken more than 30 years for the first liquefied natural gas plant to move from concept to reality

The development of Nigeria's natural gas industry will receive a big boost later this year when the two production trains at the Bonny Island site of Nigeria Liquefied Natural Gas come on stream.

The \$3.8bn NLNG project is the centrepiece of Nigeria's nascent gas industry, which some officials believe could become a global operator in years to come.

Capital intensive gas projects usually have long gestation periods, but it has taken more than 30 years for NLNG to move from concept to reality. Several factors inhibited its development. First, there are no big nearby industrial markets that could be fed with large quantities of pipeline gas.

Second, demand for LNG in the Atlantic basin has developed slowly. And there were doubts about whether NLNG could be financed. These were only overcome when the scheme's partners - the Nigerian National Petroleum Company, Royal Dutch/Shell, Elf Aquitaine and Eni - agreed to fund it through

become a priority issue for the government and the project's partners. A joint government/industry committee has recently been set up to explore ways in which to make the line more secure. Although the high pressure gas pipeline is thicker than oil lines in the region and is buried deeply, Mr van den Berg says the threat of disruption must be taken seriously: "They might well do it. That's why we have to address this issue."

Any disruption would be a big blow to the international competitiveness of NLNG, as one of the main guarantees demanded by LNG customers is consistency and security of LNG supplies. The committee is due to report by September, before regular shipments begin towards the end of the year.

Although NLNG dwarfs other gas projects, there has been some progress in finding domestic and regional markets for Nigeria's surplus gas, as well as new export schemes. Mobil and the government recently completed their \$50m Oso natural gas liquids project

markets. The Nigeria Gas Company is using the Escravos to Lagos gas pipeline as a basis for extending supplies to industrial areas. Shell, which has vowed to eliminate flaring in its Niger delta operations by 2006, has decided to install gas lines to a number of industrial towns in the south as part of an effort to expand gas usage in the domestic economy.

Ten industrial areas have so far been identified as potential markets, with the first two due to be linked to gas supplies by the end of the year. Mr Weston estimates the cost of bringing gas to each area at between \$10m and \$20m, the cost of which is currently funded 100 per cent by Shell.

Although the lack of reliable electricity has forced Nigerian companies to rely on expensive and sometimes equally intermittent diesel supplies, Mr Weston says it has not been easy to convince them of the merits of switching to gas.

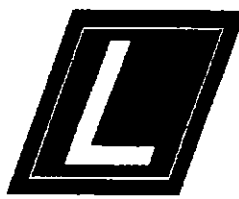
Shell plans to offer the gas to potential customers at a discount to fuel oil prices as an incentive to switch.

	1997	98
Saudi Arabia	8.88	8.08
Iran	3.83	3.61
Iraq	1.15	2.11
UAE	2.26	2.28
Kuwait	1.94	1.79
Northern zone	0.93	0.95
Qatar	0.62	0.68
Nigeria	2.29	2.11
Libya	1.42	1.39
Algeria	0.85	0.82
Venezuela	3.18	3.12
Indonesia	1.36	1.29
Total crude oil	27.26	27.82
NGLs*	2.80	2.88
Total	30.00	30.67

* Natural gas liquids (not condensates)

Source: IEA

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COCOA by Mark Turner

Tragedy of a sector in decline

Political changes may at last offer a small glimmer of hope for a commodity that has been largely written off by investors.

The tragedy of Nigeria's cocoa sector is that a former bedrock of the country's economy has become little more than a foreign exchange game and money-laundering operation.

A comprehensive new report commissioned by Socfinco, the Belgian commodity company, charts a "high degree of fluctuation" and lately "unabated decline" in Nigerian cocoa since its high point in the 1970s, when the country produced more than 308,000 tonnes and more than 20 per cent of the world production. Production today stands at around 140,000-160,000 tonnes, or about 6 per cent of world supply, with this year's crop expected to be at the high end of the range after a late harvest.

Given that cocoa is Nigeria's largest foreign exchange earner after oil,

although a very distant second, and given the country's potential in both bean cultivation and cocoa processing, the tragedy is all the more pronounced.

But political changes may at last offer a small glimmer of hope for a sector that has, for the time being, been largely written off by potential investors.

Although the presidential aspirants have not laid down a hard economic agenda, it seems inevitable that the incoming government will need to offer Nigeria's large rural sector serious incentives in return for their support: in the south-west of the country, that means cocoa.

If the new administration is to succeed, however, a few minor policy changes will not be enough. Planting of new trees is at a minimum, despite fast-growing hybrids emerging from the Cocoa

Research Institute of Nigeria, and many of the bigger operators have pulled out of the sector altogether.

Wadji Zeid, a member of an influential Lebanese trading family said that it was becoming almost impossible for legitimate operators to earn a living from Nigerian cocoa.

One important difficulty is that cocoa traders have to deal with two currency fluctuations: the naira to the dollar, and then the dollar to the pound, in which cocoa is traded. Given the government's policy inconsistencies, that can be very difficult to predict.

Alongside that, honest dealers need to buy at the official rate of naira, now around N86 to the dollar, while small-scale operators can use the parallel market rate of around N96 to the



Cocoa is Nigeria's largest foreign exchange earner after oil

Ashley Ashwood

dollar. Rampant smuggling meant that legitimate traders have to pay export duties, alongside competitors who evade them and offer an extra N2,000 to N3,000 per tonne. They also have to compete with money launderers.

Segun Fagboye, from a Yoruba agricultural family, tells a similar tale. Policy fluctuations (a ban on cocoa exports one year, no ban the next), poor rural infrastructure and a relative lack of support for southern farmers is compounded by rampant

theft and insecurity problems. "Nobody is planting for the moment; it doesn't make sense," said Mr Fagboye. "People would prefer to wait until things are more stable, until we have proper law enforcement in place."

A lack of new planting has led to low yields - Nigeria produces around 400kg/ha compared to three times that in Ghana. And disease is a problem. Cocoa processing, despite some relative success stories such as Stanmark, is at a very low ebb.

The sad irony is that Nigerian cocoa is fairly good quality and commands high prices; another plus is that farmers receive a far higher percentage of the world price than their counterparts in Ivory Coast. But without a significant policy push, few predict a bright future for the sector.

As a US department of agriculture report concluded, "the Nigeria cocoa sector is in urgent need of a revised policy framework to revamp its economy".

Farmers need basic services

The sector has suffered from government neglect and a crumbling infrastructure

It is perhaps Nigeria's greatest good fortune that despite decades of misrule it largely has the ability to feed itself.

Although the 1970s oil boom which lured investment and manpower into the cities saw the collapse of Nigeria's commodity exports - groundnuts, cocoa, rubber - that were the mainstay of the economy, the past 10 years have recorded some remarkable progress in important food crops such as maize, cassava and yam.

Cattle, poultry, sheep and goats have also seen impressive growth.

Nigeria's aggregate index of agricultural production rose an average of 3.5 per cent per annum from 1983 to 1997, following an increase of almost 9 per cent a year during the 1986-1993 structural adjustment period.

Nevertheless, agriculturalists characterise Nigeria's farming sector as seriously under-exploited, suffering from a crumbling infrastructure, poor extension services to farmers, inefficient distribution of fertilisers and a lack of basic equipment.

While the prospects for Nigerian cash crops, such as cocoa, palm oil and rubber, continue to enthuse some long-term thinkers, large-scale investment is low.

The incoming government therefore faces a serious challenge: as land becomes scarcer, and political pressure grows for investment in the provinces, the civilian administration will be judged by its ability to provide basic services to Nigeria's considerable rural sector.

Agriculture still employs 60 per cent of Nigeria's workforce, and accounts for almost 40 per cent of GDP. But more than 90 per cent of food is produced by smallholders each with under three hectares of land, and more than 90 per cent of farmers still rely on the hand hoe as their primary means of cultivation and fewer than 1 per cent of farmers have access to mechanised tractors. It is notable that consumption today is no

higher than what it was 15 years ago, despite rapid population growth.

Agricultural economists say that the key to helping Nigerian agriculture live up to its potential will be to persuade a new generation of intelligent entrepreneurs that there is a money to be made in farming.

But educated Nigerians will need a lot of cajoling if they are to abandon the relative luxury of the city for villages deprived of services.

On the policy level, the government has recently lifted a number of export bans, such as those on cassava and maize, but it will be some time before farmers are convinced that the government will stick to its guns and not re-impose

'Agriculture still employs 60 per cent of Nigeria's workforce'

them a few years down the line. Policy inconsistency is a major impediment to long-term investment.

Assuming that the new government addresses rural issues and keeps policy consistent, the smallholder sector - aided by some

impressive new technologies developed in the International Institute of Tropical Agriculture in Ibadan - could see some important improvements.

"Nobody should be pessimistic about food production in Nigeria," says Kan Dashiell from the IITA. "These farmers are serious; very serious."

"The infrastructure to support the agricultural sector has crumbled," concludes Fred Kessel, from the US department of agriculture. "The provision of credit is non-existent, and there is no safety net for Nigerian farmers. But the country's ultimate potential is very productive."

Mark Turner

NIGER DELTA by William Wallis and Robert Corzine

An unhappy history of neglect

Protests have grown across the region in an attempt to force home the demand for a share of the oil earnings

Nigeria's oil-producing delta region presents the country's incoming government with one of the toughest problems on its agenda.

Since the execution in 1986 of Ken Saro-Wiwa, the most prominent minority rights activist from the Delta, and eight fellow campaigners, protests have grown across the region.

Over the past months they have come to a head as angry young activists have increasingly turned to kidnapping, sabotage and hijacking of installations in their attempts to force home

their demand that a greater share of Nigeria's oil earnings are spent in an area long-neglected by successive governments and their foreign production partners.

Output of about 200,000 b/d of oil - mainly belonging to Royal Dutch/Shell and Chevron - has been shut-off across the region as a result of what oil companies describe as "community action", and tensions remain high.

Although there is provision in the constitution to increase the share of oil rev-

enue allocated to producing areas from the current level of 3 per cent, it is far from certain that this will be enough to defuse the crisis.

Not only will a sorry history of neglect have to be redressed; it will require the creation of a new partnership to replace what one leading activist in Port Harcourt, the area's oil capital, calls an "unholy alliance" between the oil companies and the military government that have ruled Nigeria.

Bill Knight, a development specialist with Pro-Natura, a non-governmental organisation, says both the companies and the government have tended to dictate the type and pace of develop-

ment with little or no reference to what people actually want.

The result, he argues, is that local communities now feel they have no stake in the oil industry and therefore nothing to lose in halting its operations as a means of putting pressure on the government.

One essential step, say community activists, must be the reform of Ompadec, the government agency charged with utilising a share of oil revenue for the development of the oil-producing communities, has been riddled with corruption. Development contracts were often awarded to friends of the military. Some projects were never started and most

were never completed.

Under pressure from international public opinion, oil companies have increased their unilateral development efforts, although senior executives have been baffled and frustrated that the rise in social spending has been outpaced by the growth in "community actions".

Part of the problem is the traditional reluctance of oil companies to get too deeply involved in areas outside their direct expertise. At the same time they have been reluctant to relinquish control over such sensitive issues and delegate development programmes to professionals.

Companies have also tended to concentrate their

efforts on those villages most directly affected by oil and gas production. Although that may seem a reasonable approach, it has fuelled jealousy between communities and stretched clan structures to breaking point.

From entire ethnic groups down to the smallest subsets, there have been clashes over the ownership of territory in which oil has been found.

But even if a new civilian government increases the money available to the oil producing states in line with local demands, ensuring that it actually reaches the grassroots level will be an altogether more difficult task.

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POLITICS by William Wallis

New government will inherit time bombs

A perpetual fuel crisis that has ground the country to a halt and a demoralised civil service are two important problems that need to be solved

In his short tenure as head of state, General Abdulsalam Abubakar has had a number of things going for him.

His predecessor, General Sani Abacha, was so hated that in the words of the Catholic archbishop, Anthony Obinna, "all he had to do was smile and he could turn the desert that Nigeria had become into an oasis". Releasing political prisoners and opening up debate, he has provided a degree of fairness missing from Nigeria in recent years.

But so much attention has been concentrated on the transition process he initiated last August to end a 15-year succession of military regimes, that the shortcomings of his own rule have been largely overlooked. He leaves the elected government several time bombs.

Not least of these is a fuel crisis that has ground industry to a halt and used up untold working hours. Any government that could starve the unofficial market and get the petrol to the pumps without raising prices, would earn instant popularity. But a failure to tackle this enduring problem would symbolise to many a continuation of failed leadership.

Just as challenging will be the civil service, once an institution that respected procedure and provided continuity during military shake-ups, now an inflated mass of underpaid officials. For the past six months, a series of strikes and broken pledges to raise salaries have quickened tempers and laid a minefield of labour disputes for the incoming government.

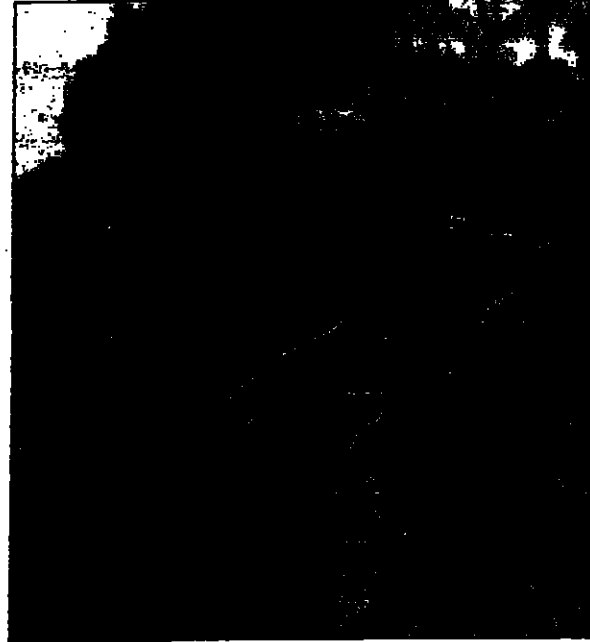
"I feel I am lucky to be sitting in the public gallery," said Muhammadu Dikko Yusufu, a non-conformist, former police commissioner whose political party did not qualify beyond the local government elections and who considers the position of the future president as far from enviable.

The two men who are contesting the poll this Saturday are both from Nigeria's second largest ethnic group, the Yoruba. In the interest of national unity, the traditionally dominant north has forsaken its chance to continue at the helm. General Olusegun Obasanjo, the former military ruler, is seeking to win back the presidency he relinquished 20 years ago.

He goes to the polls on the back of the most successful party in state and local government elections, the PDP. Supporters say his tough



General Abubakar: presides over a critical transition AP



Delta crisis: gas pipeline explosion killed 700 people AP

paternalistic profile, his knowledge of the army and the stand he has taken against ethnic politics, could be important assets in uniting a country that has come close to falling apart. But controversy has trailed him ever since he declared his intention to contest the election.

The backing he has received from the northern and military establishment have reinforced a feeling that he has been programmed to win to protect vested interests and lend a civilian cloak to continued military rule.

Among his own Yoruba group, there remains a strong sense that he betrayed them in 1979 by not supporting their candidate in the elections. They are likely to continue to put their votes behind the

regional party, the Alliance for Democracy (AD), and its partner the All Peoples' Party (APP), which have chosen the former top civil servant and finance minister, Chief Olu Falae, as their candidate.

oil-producing Niger delta where activists have stepped up their campaign for a greater share of revenues.

With elected representatives in all corners of the states, a civilian government will at least be more approachable than the secret military behemoth it replaces. But as one activist in the delta said "if the civilians slip up, we have the pepper to throw in their eyes".

It will be a delicate juggling act to strengthen regional powers in line with demands, while raising in the more radical elements who see secession as the answer.

The role of the army will be crucial. Of all the disgraced institutions that need to be rebuilt in Nigeria, the army will be the most difficult with which to deal. Divided, ambitious, and entrenched in every corner of Nigerian society from traditional chieftaincies to the oil industry and business, it will not be dropping out of sight.

A significant number of troops are still on the battlefields in Sierra Leone's bloody civil war. Both General Obasanjo and Chief Falae have promised to pull them out, raising the prospect of a bitter meeting between those who were sent to the front, and those perceived to have grown fat at home.

The politicians have in the meantime spent vast sums of money in the rush to fill positions. Watching in amazement from the sidelines, many Nigerians have expressed fears that recovering it may be of greater importance than wider well-being. For this reason, the civilian authorities may choose not to probe the financial and political crimes of their military predecessors too deeply.

While Nigeria needs a clean beginning, this would in any event be a treacherous undertaking. General Abubakar has himself found this out. His biggest public relations error has been to announce the recovery of some of the billions stolen during General Abacha's rule. The subsequent uncertainty over where it has gone has prompted damaging comments that little has really changed.

But at least there is one point on which Nigerians agree: "Whatever the weaknesses of civilian government," says a leading Lagos banker, "they cannot be more incompetent and corrupt than the soldiers."



PROFILES PEOPLE'S DEMOCRATIC PARTY; ALLIANCE FOR DEMOCRACY; ALL PEOPLES' PARTY

Convention exhibits party at its best and worst

People's Democratic Party:

The PDP's national convention last week in which former military ruler, General Olusegun Obasanjo emerged as the presidential candidate, exhibited the party at its best and worst. The preliminaries involved cut-throat slur campaigns and a carnival of influence-peddling and alleged vote-buying.

The ballot itself, however, was more democratic as 2,439 delegates walked calmly across a football stadium in northern Nigeria in the middle of the night, and voted secretly.

Their votes, 87 per cent of which went to General Obasanjo, were counted in the open. The runner-up, Alex Ekwueme, closed ranks by accepting the results with remarkable grace in a bid to limit the electoral fall-out from his defeat among the Igbo tribe in the south-east of the country, where he is a favourite son.

The two men represent the principal currents that have come together in the short time available to form the party. Alex Ekwueme was vice-president in Shehu Shagari's elected government which was overthrown in a coup in 1983.

As such, he represents the reincarnation of politicians from the old National Party of Nigeria. He was also instrumental in forming the backbone of the PDP, the G-34, a pan-Nigerian group which came together last year to oppose plans by the late General Sani Abacha to succeed himself in elections.

General Obasanjo, a Yoruba from the south-west, came in later on, the favourite of one of the most powerful and well-oiled political machines in Nigeria founded by his former military vice-president, Shehu Musa Yar'Adua. Both generals were jailed by Sani Abacha for alleged coup plotting in 1995, but General

Yar'Adua did not survive the ordeal.

Aliku Abubakar, the elected PDP governor of the north-eastern state of Adamawa and now his running mate, took on the behind-the-scenes leadership and did much to galvanise support for the general in the north. Within its ranks, the PDP harbours a diverse range of established regional personalities and different ideologies.

But its manifesto, for what it's worth in Nigerian politics, is "centrist", advocating the guided deregulation of the economy together with improved funding for healthcare and education. Along the way, it has drawn in a strong contingent of retired generals, earning it a reputation among detractors as the establishment party destined to guard the vested interests of the military.

Until now, such allegations have failed to make an impression on its electoral advantage as the best financed and regionally representative party. PDP governors won 20 of

the 36 states, while the party controls around 60 per cent of elected local councils.

Regional force seeks a national platform

Alliance for Democracy:

Since the transition to elected rule began last year, the Yoruba-dominated Alliance for Democracy (AD) has been a regional force in search of a national platform.

First it joined with the broader coalition, the PDP, only to pull out on the grounds that PDP leaders would not guarantee the presidential candidacy would be "zoned" to the south. The party then crossed the floor to join the APP, only to discover some of the most ardent promoters of the late dictator, Sani Abacha - even one or two involved in crushing Yoruba protest under his rule - were sharing the platform.

On its own in state and local government elections, it won all six south-western states where the Yoruba form a majority. It made little attempt to score elsewhere.

Some within the party argued that by simply going on to win their regional share in the house of representatives and senate, they would be a force to reckon with, pushing through a Yoruba agenda for greater regional autonomy and constitutional reform.

But a more pragmatic lobby gained ground when the moderate, former finance minister, Olu Falae, won the presidential candidacy, and the executive, under party chairman, Ayo Adesanjo, renewed contact with the APP to form an electoral pact that gives Chief Falae an outside chance of winning the presidency. The AD inherits a long tradition of leftist, Yoruba nationalist politics, begun before independence by the

late south-western premier, Chief Obafemi Awolowo and continued more recently under Adefunke, the Yoruba cultural association, and the National Democratic Coalition (Nadeco), the pro-democracy campaign group.

Despite representing a narrower ethnic interest group than the other two parties, it still contains a college of ideological tents. While Chief Falae has tackled some of the more pressing economic issues such as the debt burden and privatisation during campaign interviews, free education and healthcare have been prominent among election pledges by other party members.

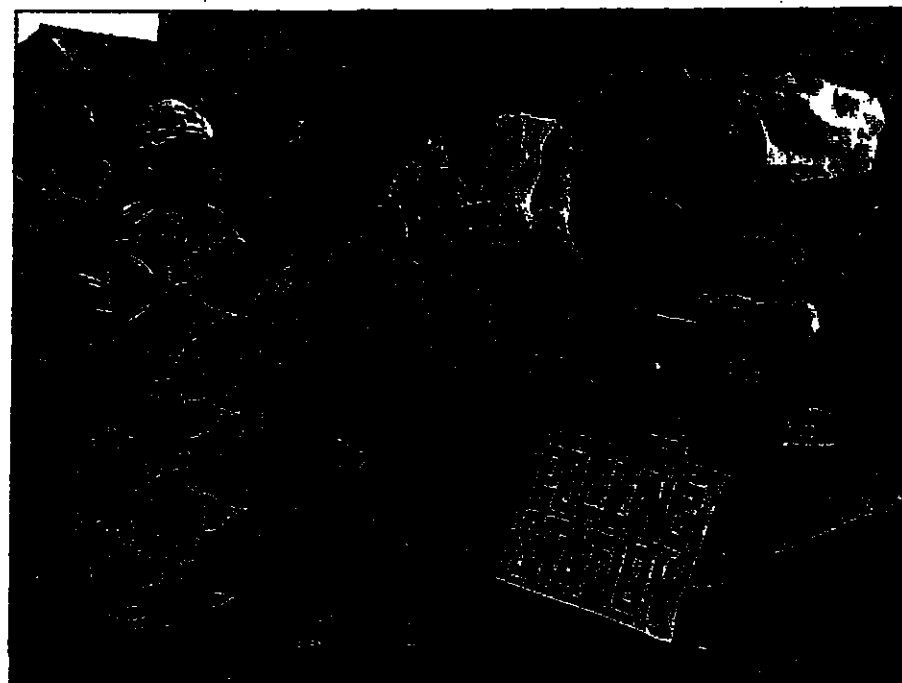
Within the AD, there are also those who promote the idea of restructuring the army along regional lines, a move that would, if successful, curb its domination by the north, but could provoke a disastrous military backlash in the process.

Internal squabbles dim prospects

All Peoples' Party:

Like all the parties formed under Nigeria's short transition programme, the APP's cohesion has been threatened by competing interests and individual ambitions. But indications over the past two weeks suggest it is not too big enough to contain these. Its national convention last week broke up in fist fights and threats of sabotage from aspirant heads of state who were denied the chance of presenting their case for seeking the presidency to assembled delegates.

Thanks to the prominence and regional popularity of some of its northern members, APP governors won in nine of the 36 states. The party's chances of



Nigerians go to the polls on Saturday to elect a new government after 16 years of military rule AP

improving on that have dimmed with recent news. Mahmud Waziri, the party's chairman and a former senator, has had to bypass wider opinions and force through an alliance with the late Sani Abacha's transition programme.


A fusion of more than 30 political associations and politically ambitious business magnates, its founders said

they hoped to create a party with a broad national spread and diversity of opinion. However, it has struggled to shake off the stigma attached to members who participated actively in the late Sani Abacha's transition programme.

Many came from the five parties - derided by Yoruba chieftain, Bola Ige as the "five fingers of the same leprous hand" - which

endorsed General Abacha's bid to succeed himself as president. The voter attraction of powerful figures, such as Umaru Shinkafi, Chief Olu Falae's running mate under the APP/AD alliance, and the former head of the national security organisation in the civilian government of the eighties, have proved vital.

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Transition timetable

June 8, 1998: General Sani Abacha dies. He is replaced the following day by General Abdulsalam Abubakar.

July 20: General Abubakar announces new timetable for return to civilian rule.

August 11: General Abubakar names a 14-member Independent Electoral Commission (INEC) to run elections.

August 25: INEC announces timetable and rules for elections.

September 5-19: Voter registration.

December 5: Local government elections contested by nine parties. Only three win sufficient votes to qualify for the next stage.

January 9, 1999: State assembly and gubernatorial

elections. People's Democratic Party (PDP) wins 20 of 35 states spread between the north, the south and the east, followed by All Peoples' Party (APP) with nine states in the north and centre and Alliance for Democracy (AD) with all six states in the south-west.

January 30: PDP wins Bayelsa state polls which were delayed after a state of emergency.

February 12: Deadline for nomination of presidential candidates, extended to February 15.

February 20: National assembly elections.

February 27: Presidential election.

May 29: Inauguration.

*After this survey was printed.

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